

Operating Budget & Capital Improvement Program

FISCAL YEAR
2018-19





City of Carlsbad 2018-19 Operating Budget and Capital Improvement Program

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CITY OF CARLSBAD, CALIFORNIA 2018-19 BUDGET

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READER'S GUIDE TO THE BUDGET

This budget document was designed to provide the public concise and readable information about the City of Carlsbad's 2018-19 adopted 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 six tabbed sections. The first section provides a summary of the Operating Budget and the remaining five sections provide detailed budget information for five 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 five sections are separated by functional area, which are Policy and Leadership, Administrative Services, 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. A financial history and the 2018-19 budget figures are presented for each summary and program. If applicable, narrative statements are also included describing program activities, associated workload measures or performance objectives, key achievements for 2017-18 and key goals for 2018-19.

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 2018-19 Planned Major Capital Outlay items by department. An Out-of-State Travel Detail is presented next. The last section of the Appendices provides statistical information, an overview of accounting systems and budgetary control, a glossary, the adopted Resolutions for the budget including the Gann Limit, and a list of acronyms.

City Council Strategic Policy Goals

Become a leader in multimodal transportation systems and creative approaches to moving people and goods through and within Carlsbad.



The City Council expects Carlsbad to become a leader in the broad array of plans and systems that support more efficient and effective means of moving people and goods around and through Carlsbad and the region, including technology that improves traffic signal coordination and vehicle operation. Major regional projects, including the McClellan-Palomar Airport master plan update, double tracking of the railroad, widening of I-5 and reconfiguration of the I-5/78 interchange, require continued policy-level involvement to ensure Carlsbad's interests are reflected in project design and implementation.

Plan for a new city hall that will meet the future workplace and operational needs of the city and the community.



Plan for a new city hall that will be a point of pride for citizens while greatly improving efficiency and effectiveness by centralizing an employee base that is currently spread through many facilities. A strategic approach to locating city operational functions will provide better coordination among city functions and enhanced customer service.

Promote education to increase civic engagement and attract and retain talent in Carlsbad.



The City Council will take a stewardship role in encouraging the development of high quality educational experiences that foster economic development, civic engagement and community leadership. This goal will be pursued through the continuation of ongoing programs and as new opportunities arise, and as such, no specific FY 2017-18 Work Plan is proposed. Future status reporting will be provided on an as needed basis.

Enhance Carlsbad's coastline to ensure an exceptional experience in all the ways people want to enjoy it.



The Carlsbad coastline is a critical element of the city's identity. The City Council is committed to making policy decisions to ensure Carlsbad's coastline maintains the character the community loves while enhancing access, amenities and mobility to a level consistent with Carlsbad's high-quality community standards. This includes partnering with State Parks, which currently controls most of Carlsbad's beaches. This goal also includes physical changes that will enhance natural beauty, better manage traffic flow, expand walking and biking opportunities, improve safety and create a uniquely Carlsbad experience.

Lower the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value.



The busy rail line that runs through the core of the community divides Carlsbad. Railroad traffic, which will increase significantly in coming years, has adverse effects on the City of Carlsbad, especially in the area between the Agua Hedionda and Buena Vista lagoons. With the planned addition of a second, parallel track through the Village and Barrio, the city has an opportunity to lower the tracks below street level, similar to what has been done in other coastal communities. Achieving this goal would improve safety and increase coastal access. Without this change, the future quality of life and business climate in the Village would be irreparably harmed, the Barrio would remain cut off from the coast, and public safety would be severely compromised.

Enhance the health and vitality of the Village and Barrio, two neighborhoods that represent the historic heart of Carlsbad.



The city has made significant investments in the revitalization of the Village and Barrio, starting with "Redevelopment" and continuing with public-private partnerships and city funded infrastructure improvements. A new Village and Barrio Master Plan is nearing completion, and achieving the vision developed with the community through the master planning process will require continued policy focus and investment.

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 current population 114,622 to 120,000 or more, once its 39 square miles are built out. Industries in the area include a major regional shopping center; a specialty outlet center; 40 hotels offering just over 4,600 rooms, 668 timeshares and 236 registered short term vacation rentals for tourist lodging; over 25 auto franchise dealerships; information and communications technology; life sciences; clean technology and action sports manufacturing.



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.

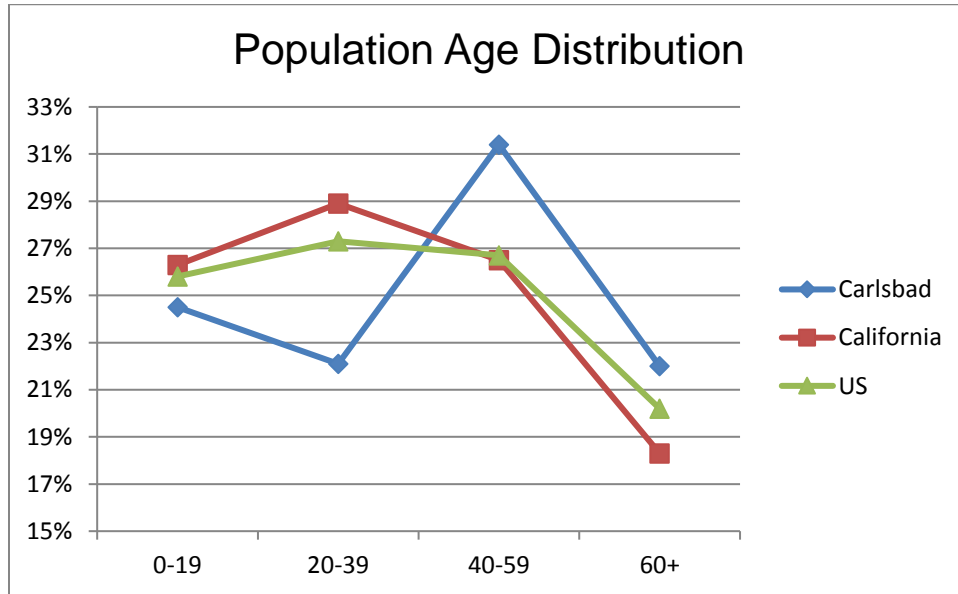
In addition to the usual city services, Carlsbad offers a wide variety of programs to help local residents. The city’s Housing Authority administers federal housing assistance to approximately 600 very low and extremely low-income households in Carlsbad. Older Carlsbad residents receive assistance through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

School programs and facilities are provided by four top ranking 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

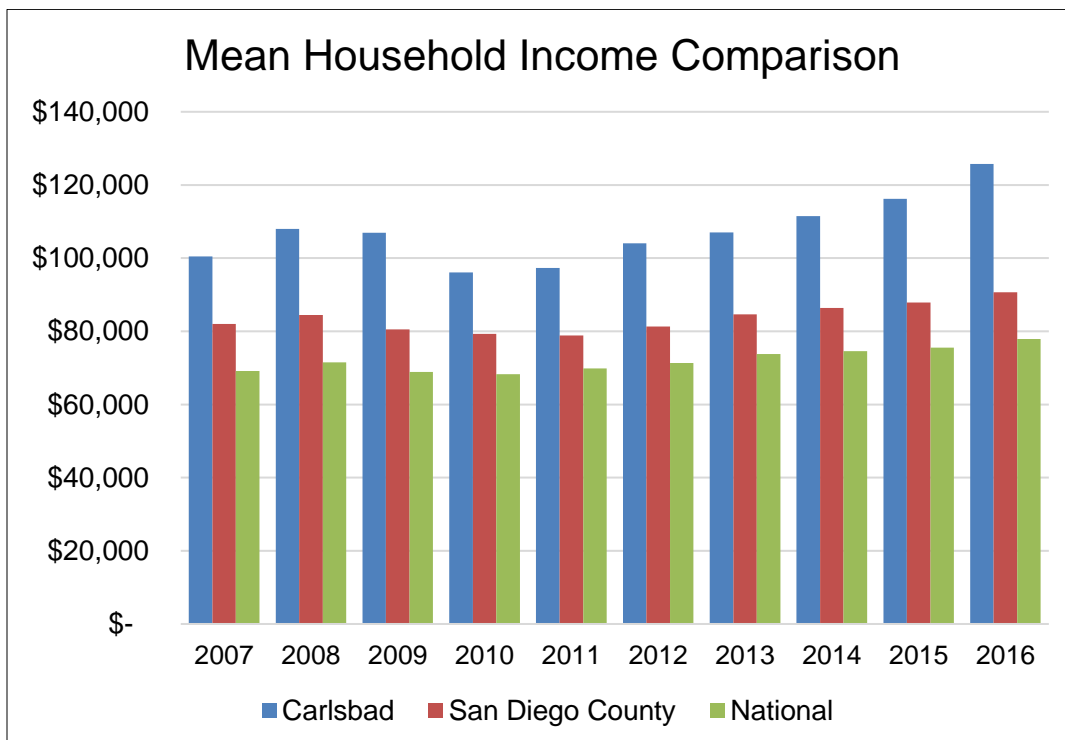
Demographic and Economic Data

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.



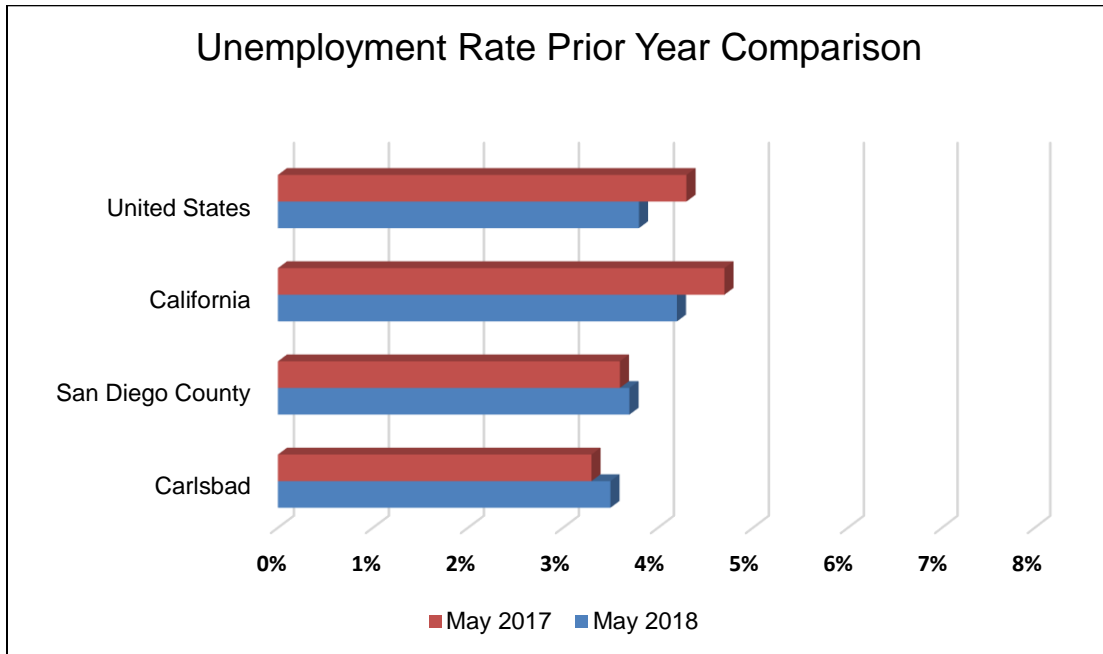
Source: US Census Bureau (estimate)

At approximately \$126,000, Carlsbad's mean annual household income is substantially higher than the nation and State of California income levels.

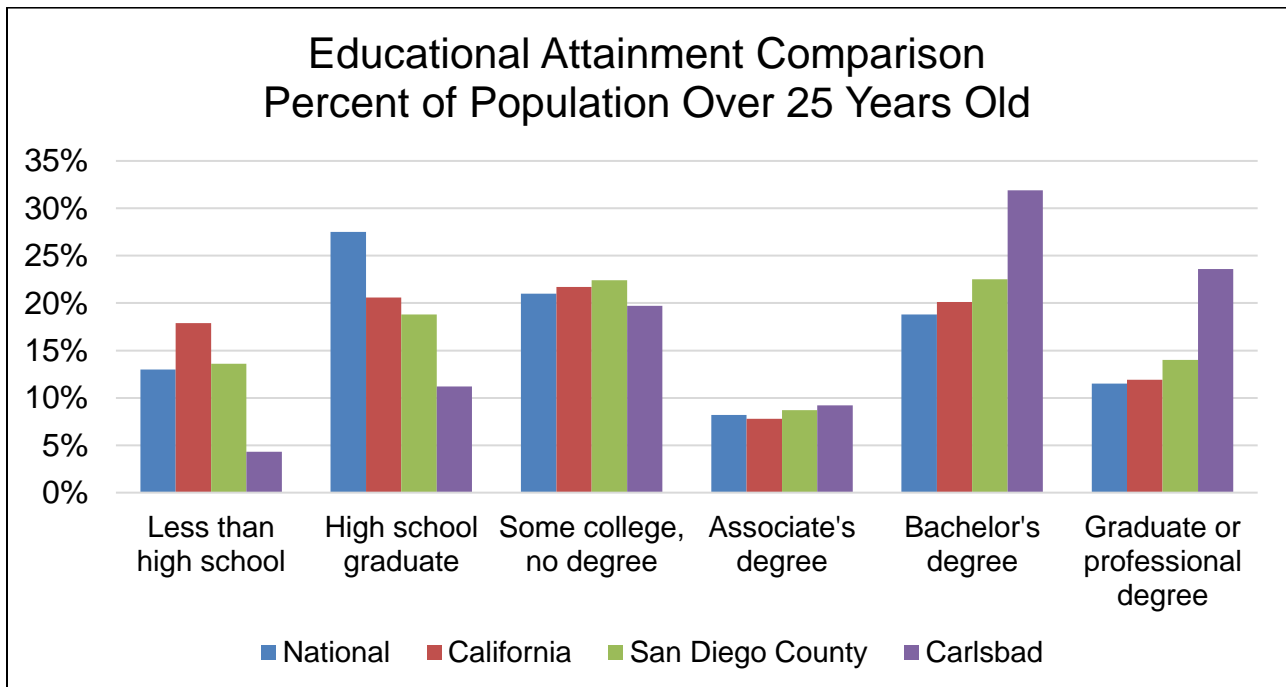


Source: US Census Bureau (estimate)

ABOUT THE CITY OF CARLSBAD

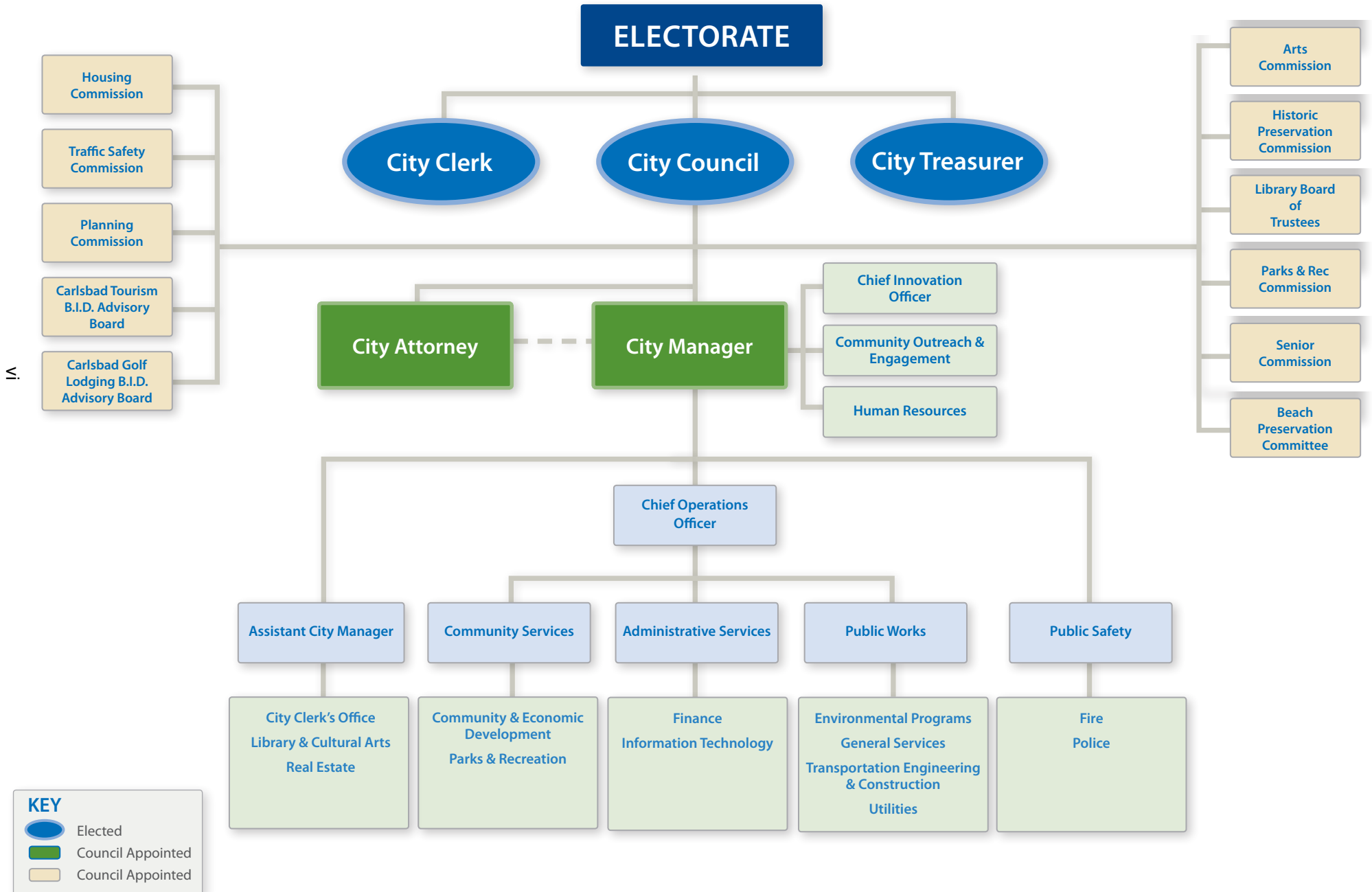


Source: State of California Employment Development Department and US Bureau of Labor Statistics



Source: U.S. Census Bureau (2012-2016 American Community Survey 5- year estimates)

Organization Chart





To the Honorable Mayor and City Council:

2018-19 BUDGET TRANSMITTAL

I am pleased to submit the Fiscal Year 2018-19 Operating Budget and Capital Improvement Program for the City of Carlsbad. The combined budget totals \$342.5 million in expenditures covered by projected revenues of \$337.5 million. About 20 percent of the citywide budget, or \$66 million, is dedicated to new appropriations for capital improvement projects, with the remaining \$276 million appropriated to sustain the daily ongoing operations, programs, and services provided by the City of Carlsbad. This budget was created to align with the Community Values of the city and the goals set forth by our City Council in advance of the budget process commencing.

The diverse local economy continues to provide a strong backbone for the provision of city services and major sources of revenue are expected to continue to improve in the coming fiscal year. The General Fund, which provides governmental services to our residents, is expected to grow by over four percent, next year. Property tax revenue, the largest single source of revenue, is expected to increase by over five percent, as assessed values continue to climb and residential and commercial projects expand this tax base. Transient Occupancy tax (TOT), the tax paid by hotel guests, is expected to increase by over ten percent, due in part to increased hotel room inventory at LegoLand and the Sheraton; the increase in TOT revenue is also bolstered by continued strength in occupancy and average daily rates (ADR). Sales tax revenues, likewise, are expected to increase in the coming year, by a little over three percent, as we see continued strength in new car sales and restaurant receipts. National and state economic data indicate a heating economy, but the city continues to maintain plentiful reserves, including a \$10 million set aside for any economic surprises.

The City Council and the staff of Carlsbad are committed to diligent stewardship of city assets, and this continues in this budget cycle. In this past year, we continued to set aside healthy reserves to provide the ability to offer exceptional city services in the years to come. In this budget, the City Council reduced the unfunded liability in our pension funds by \$11 million, in order to address rising costs associated with these pensions and to make the cost of this benefit more sustainable. This is in keeping with our track record of fiscal responsibility - in previous budgets, we paid off almost \$15 million in bonds for our municipal golf course, set aside \$10 million for economic downturns, and established a \$10 million stabilization fund to address increasingly volatile pension costs. Although the city legally adopts a single year budget, our fiscal strategy is based on a long-term vision of maintaining financial capacity to address the increasing service need of our city's stakeholders.

The FY 2018-19 budget focuses resources on maintaining assets, increasing service levels in critical areas such as public safety, and leveraging technology. This budget adds eight employees to the full-time work force, focusing on functional areas that will provide the backbone for future success. This budget increases Police staffing by adding four new officers and making the Police Ranger program permanent. A Smart City Innovator, a new classification, is provided to identify areas where the city is pursuing technological advantages and synergizing these disparate pursuits into a cogent strategy.

The new budget funds key areas of city service that align with the goals of our community. Additional crossing guards were added, as was a School Resource Officer (SRO). Through the budget process, the Council added a City Traffic Engineer to address ongoing traffic improvements and created a Parks Superintendent to address increasing operating and maintenance needs of our growing parks.

The city's total Operating Budget for FY 2018-19 increased by \$18.5 million, or 7 percent, over the previous year. The General Fund, which finances governmental services, such as recreation programs, library services, and police protection, increased by \$10 million, or almost 7 percent. City enterprises, such as Water and Wastewater Fund increased by \$3.4 million, or 4.5 percent, primarily due to increases in purchased water costs. Internal Service Funds, which provide information technology, fleet, and other services to city departments, increased by almost \$4 million, or almost 16 percent, driven primarily by consolidation of Police IT with citywide IT. The FY 2018-19 budget captures increases in personnel costs from labor negotiations and costs associated with pensions and benefits, as well as increases in maintenance and operation (M&O) costs associated with rising costs or commodities, supplies, and contractual services used in the provision of city services. More detail on the budget can be found in the accompanying pages.

The adopted budget provides an additional \$66 million to the long-term Capital Improvement Program, bringing the total programmed expenditures to \$460 million for hundreds of capital projects that will provide for additional development in the city and maintain and improve existing assets that provide our residents with top level amenities, from roads to parks. Major projects appropriated in the current budget include refurbishment of the Monroe Street Pool and synthetic turf replacement at Stagecoach Park.

Although an economic downturn is not forecast in the next few years, the city maintains fiscal policies and practices to mitigate the effects of unforeseen threats to our financial health. The city maintains an AAA credit rating, 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. At the end of FY 2018-19, that reserve is expected to be approximately 60 percent of expenditures. This budget also continues to provide funding for aging infrastructure and, as in past years, 6.5 percent of General Fund revenues, or \$10.7 million, was transferred to the Infrastructure Replacement Fund (IRF) for this purpose.

This budget is a compilation of the values voiced by our residents, the vision and guidance of our City Council, and the dedication and cooperation of city staff that work to align resources with goals in order to make this a great place to live, work, and play. The City of Carlsbad continues to budget in a way that provides exceptional service levels for our residents in a manner that can be sustained into the future.

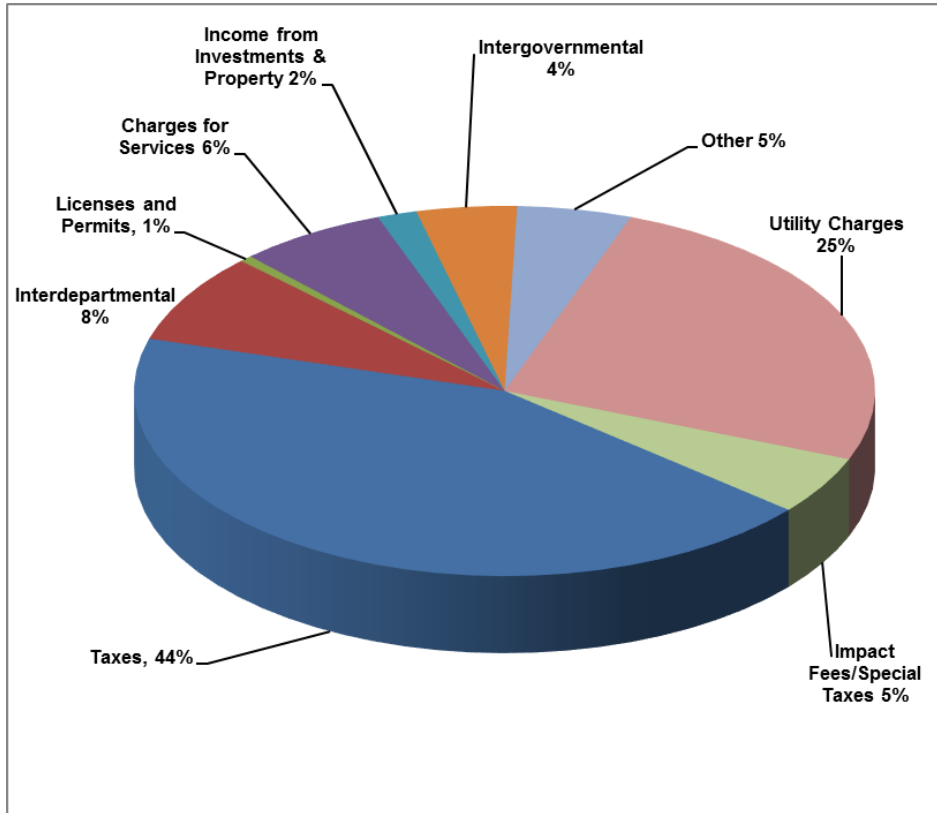


KEVIN CRAWFORD
City Manager

CITY OF CARLSBAD FISCAL YEAR 2018-19 BUDGET

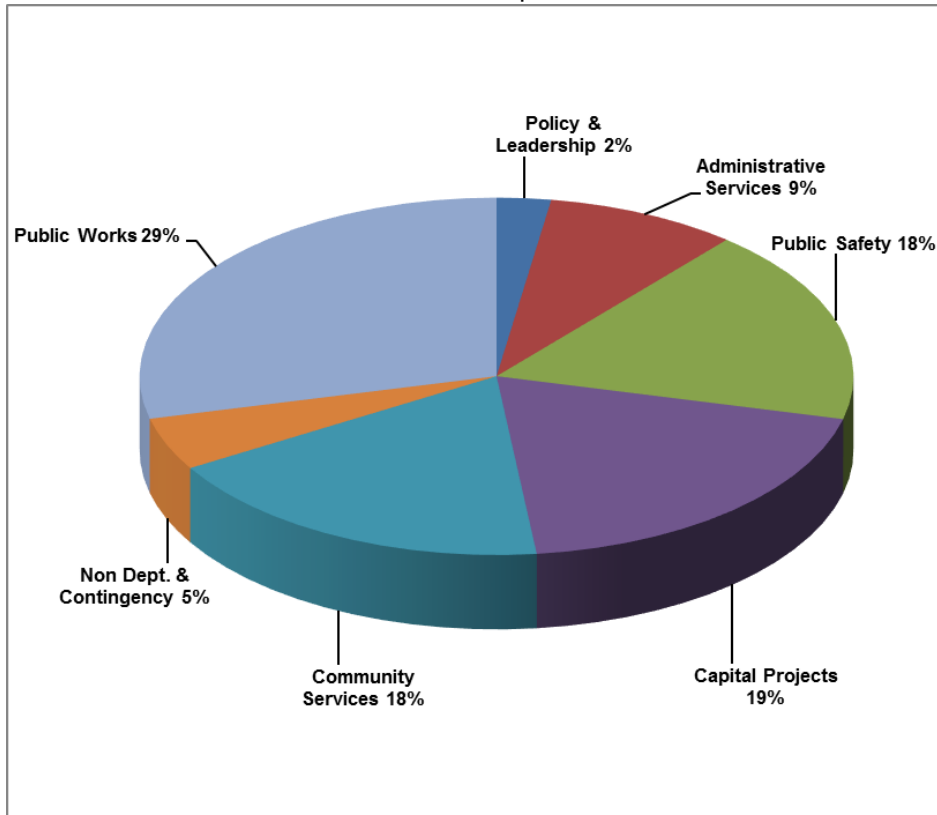
WHERE THE MONEY COMES FROM...

ESTIMATED REVENUES \$337.5 MILLION



WHERE THE MONEY GOES...

ADOPTED BUDGET \$342.3 MILLION



CITY OF CARLSBAD BUDGET HIGHLIGHTS

The city's budget is comprised of two pieces, the Operating Budget and the Capital Improvement Program (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 \$276.1 million and is expected to generate \$287.8 million in revenues. The CIP contains the current year budget allocation of \$66.2 million and outlines approximately 240 future projects at a total cost of \$459.8 million. Capital revenues for Fiscal Year 2018-19 are estimated at \$49.7 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 2018-19 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 and 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 2018-19, the city organization will continue to focus on achieving the nine core values that make up the Carlsbad Community Vision.

In April 2018, the City Council formalized the following annual Strategic Policy Goals:

- Work with state legislators and California State Parks to execute a long-term coastline management agreement by October 2018.
- By April 2019, amend duties of the Traffic Safety Commission to include advising the City Council on matters related to implementation of the General Plan Mobility Element.
- Enhance the health and vitality of the Village and Barrio by obtaining all agency approvals needed to implement a Village and Barrio Master Plan by 2020.
- By 2023, break ground on a new city hall at a site designated for a future civic center complex.
- By 2023, break ground on lowering the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value.

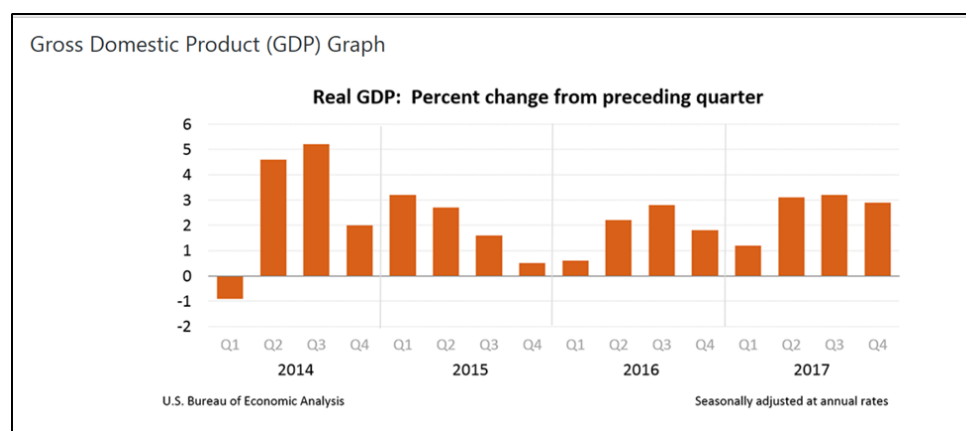
The capital improvement and operating budgets will also enable the city to continue its excellent level of service to the community by investing in core services such as infrastructure maintenance, police and fire services, parks and open space management and economic development.

Carlsbad's operating budget is a tool that guides the achievement of the 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** appears to be transitioning to a period of accelerating growth, with tightening labor markets and increased business spending. March unemployment, according to the Bureau of Labor Statistics (BLS), reached 4.1 percent and this unemployment rate is expected to drop as aging workers leave the work force. For the first time in years, inflation has become a concern, currently exceeding 2 percent and expected to rise over 3 percent in 2020, according to the most recent UCLA Anderson forecast. The combination of an expanding economy and tight labor markets will likely spur action on the part of the Federal Reserve in coming years, driving up interest rates. Although the Trump administration’s pursuit of balanced trade via tariffs on certain imports, such as aluminum and steel, is a concern to economists, the trade deficit is expected to remain and grow as increased demand by American consumers is met with imported goods. A heating economy, combined with recent legislation to reduce income taxes and increased federal spending, will likely keep GDP growth strong over the next few years and make it very likely that interest rates will rise substantially.

According to data from S&P CoreLogic Case-Shiller for January, home prices continue to surge ahead at 6.4 percent compared to a year ago. According to David M. Blitzer at S&P, the growth in home prices since the bottom of the recession in 2012 has been twice that of GDP growth. Inventories nationwide remain low, at 3.4 months compared to a norm of 6 months inventory. Despite low inventories and low vacancy, economists are not expecting a boom in new housing starts, as mortgage rates continue to rise amid the economic conditions discussed previously. Las Vegas, San Francisco, and Seattle have seen double digit increases in prices in the past year.



US GDP is forecast to remain close to 3 percent until 2020, when UCLA economists forecast a cooling as GDP falls below 3 percent. The Federal Reserve will likely raise interest rates several times in 2018 and the

federal funds discount rate is expected to almost double, to 3.3 percent in 2020, as the Fed tackles inflationary pressures of tight job markets and increasing prices in commodities, such as gasoline. The effect on housing prices remains to be seen.

The **California economy** is faring well, with consistent economic growth over the past four years at a rate that is topped only by the state of Washington. This economic growth has been sustained in a period when a temporary tax was made permanent and cost of living, especially housing, is very high. Data from January indicates that California employment hit an all-time high of close to 17 million jobs, compared to 14.3 million in 2010. Key areas of recent growth were seen in health care and social services and leisure and hospitality, both of which outpaced increases in the tech industry.

The California economy is expected to benefit from recent federal fiscal policy, which pursues increased deficit spending. An increase in the demand for durable goods and technologies from the Department of Defense is expected to bolster manufacturing and engineering business in Southern California. Changes in federal tax regulations will likewise boost California’s economy

CITY OF CARLSBAD BUDGET HIGHLIGHTS

as businesses purchase capital assets. Employment growth, according to the UCLA Anderson forecast is expected to top 2 percent in 2018 and gradually taper off to less than 1 percent growth in 2020. Over the same time period, a tight labor market is expected to keep personal income growth above 3 percent over the next few years. According to CoreLogic data, Southern California home prices hit a record in March, with the median home price at \$519,000, an increase of 8.4 percent compared to March 2017. Total residential building permits are expected to increase by 11 percent in 2018, according to UCLA Anderson. Taxable sales in California are expected to grow by 3.3 percent in 2018. Tourism also remains strong, with average daily room rates increasing by almost 3 percent compared to last year.



Data used by the University of San Diego to create the Index of Leading Economic Indicators continued a 16th month of advances and projects positive economic growth in **San Diego County** for the remainder of 2018. Residential building permits increased in February, but at a slower pace than the previous two months. The unemployment rate in San Diego fell to 3.5 percent in February, compared to 4.4 percent at the same time last year. The largest gains in

employment were witnessed in professional and business services and education and health services, according to the Employment Development Department. Tourism in San Diego continues to thrive, with overnight visits up by 12 percent in February, year over year, and corresponding visitor spending up by over 11 percent for the same period.

The chart above reflects the historical trend in USD's Leading Economic Indicators. The index, which measures local stock prices, help wanted advertising, and other pertinent metrics, increased by 0.5 percent in February, extending the positive outlook.

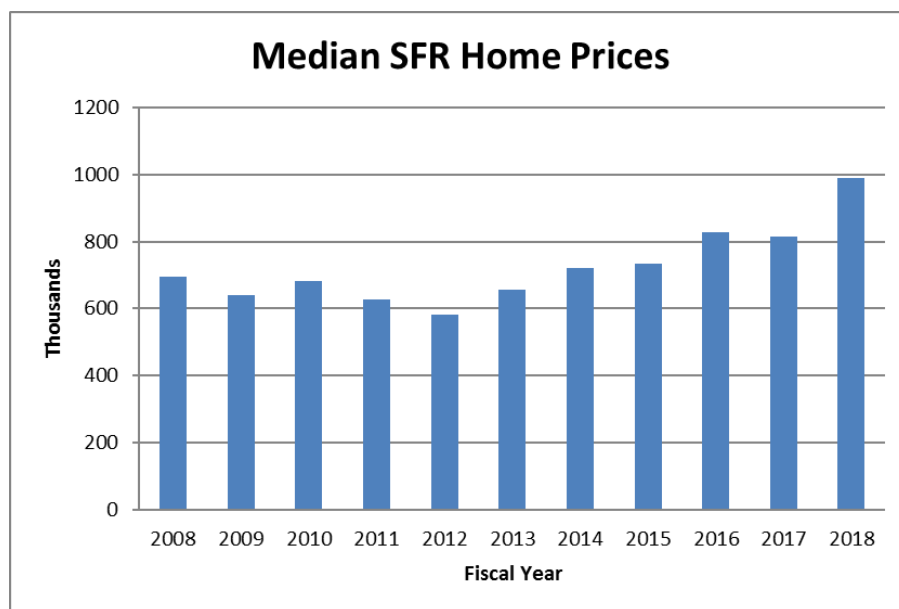
According to CoreLogic analytic data, the median home price in San Diego increased by 6.8 percent to \$550,000 in March, compared to a year ago. The number of homes sold during that same time period fell by 5.6 percent, likely sustaining home prices and countering some of the effects of higher mortgage rates. 30-year fixed mortgage rates have risen from 4 percent, last April, to 4.58 percent, this April. The rental market in San Diego offers a muddled picture, with average rents increasing to record levels in March, up 8 percent from the prior year. However, new inventory has helped drive vacancy rates over 4 percent, a level not seen since 2014.

The **Carlsbad economy** generally moves in line with the county and the state. Property taxes for this year, fiscal year (FY) 2017-18, are projected to see an increase of almost 4 percent compared to the previous year, as assessed values remain strong in real estate and some additional development has entered the inventory. Transient Occupancy tax (TOT) paid by hotel guests, increased by 3 percent for the same period, which is being driven primarily by an increase

CITY OF CARLSBAD BUDGET HIGHLIGHTS

in the average daily rate (ADR) that hotel guests are paying. Sales tax revenues are projected to end FY 2017-18 at \$36.5 million, an improvement of 5.6 percent, as we continue to see strength in restaurants, new auto sales, department stores, and some additional occupancy at the Shoppes at Carlsbad. Overall, General Fund revenues are expected to end the current year up 2.5 percent as some smaller revenue sourced, such as those related to development, have fallen slightly during the year.

Housing prices in Carlsbad have accelerated in the past year, as can be seen in the accompanying graph. According to data from CoreLogic, the median price of a single-family residence (SFR) being resold is \$989,000, an increase of over 21 percent compared to this time, last year. Price increases for resale SFRs are positive in all quadrants, although both 92008 (northwest quadrant) and 92009 (southwest quadrant) saw double digit growth. Condominiums have also seen large increases, citywide, and now top a median sales price of \$600,000. According to data from Movoto, inventories are up 17 percent over last year and homes are staying on the market for 29 days. Total assessed property values in Carlsbad are \$29.4 billion for the current fiscal year, an increase of almost 6 percent. The city is expected to add almost 1,700 new residential units over the next five 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 315,000 square feet per year over the next five fiscal years. Large industrial and commercial developments in the next five years include a Westin, Carlsbad Oaks, 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 19.3 percent in April 2018. Industrial vacancy is 7.5 percent (9.1 percent, last year) and retail vacancy remains relatively stable at 2.7 percent (2.4 percent, last year), 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; The Shoppes at Carlsbad – 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.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

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. New rooms will be added to the inventory in FY 2018-19 at the Sheraton, with over 70 of those rooms under the Westin brand.

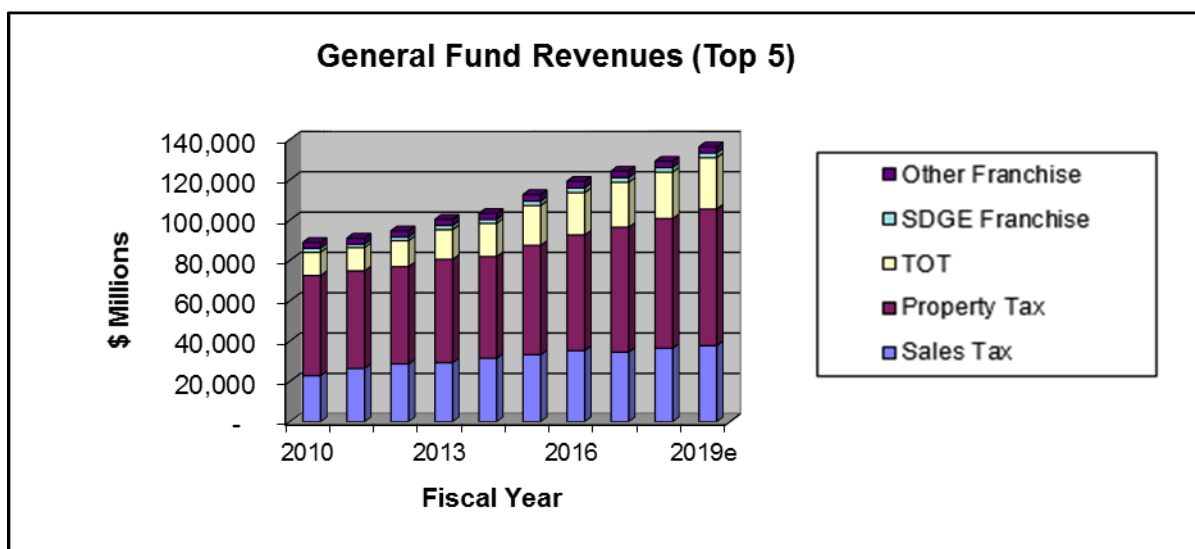
The City of Carlsbad opened a municipal golf course in the summer of 2007, which has further enhanced the tourism attractions the city offers. The municipal golf course, the Crossings at Carlsbad, is an 18-hole, destination golf course set in the rolling hills and canyons of Carlsbad. With ocean views, 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 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 capital and operating needs. With a growing city such as Carlsbad, it is imperative that the city plan for the impacts of development, constructing and operating new public facilities, and planning for resources 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.

CITY OF CARLSBAD BUDGET HIGHLIGHTS



As national and local economic conditions remain stable, 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 residents. In FY 2017-18, the city is expected to generate \$123.8 million, or almost 80 percent of General Fund revenues, from three main sources: property taxes, sales taxes, and transient occupancy taxes (TOT).

Overall, for FY 2017-18, General Fund revenue is projected to increase by 2.5 percent from the previous year. Most major sources of tax revenue are expected to increase in FY 2018-19, including property tax, which is expected to grow by 5.4 percent. Sales tax is projected to increase 3.4 percent and TOT revenues are projected to increase by almost 11 percent as occupancy and average daily rates (ADR) increase. The forecast captures additional room inventory from the Sheraton and Legoland hotels in FY 2018-19. Property values continue to appreciate, as discussed earlier. Development related revenues are forecast to decrease by over 35 percent in FY 2018-19, compared to the previous year, a trend that is expected to continue as buildout is approached.



State of California – In January, Governor Jerry Brown submitted the proposed budget to the legislature. He continues to call for fiscal vigilance and caution as he expects the state to experience another recession at some point in the near future. Although he maintains committed to spending for schools, infrastructure, and health and welfare programs, he also cites the importance of addressing staggering liabilities and maintain the Rainy-Day Fund.

The proposed FY 2018-19 state budget proposal recognizes that spending has increased markedly in the past five years, as California legislated an increase in the minimum wage that will ultimately see \$15 per hour and the expansion of health care for millions of Californians. The proposed budget does not capture the effect of federal tax legislation passed in December, that will likely have an impact on the state as Californians lose the ability to deduct state taxes on their federal income tax returns. The Governor's May budget revision assumes that the federal tax changes will provide a temporary boost to the national economy and provide fiscal gains to many Americans, however the full implications for the state's taxpayers will not be known for many

CITY OF CARLSBAD BUDGET HIGHLIGHTS

years. The proposed budget also acknowledges the risks to the state's financial position from challenges to the Affordable Care Act, noting that if this legislation is overturned by Congress, it would cost California tens of billions from the General Fund, assuming the state would backfill lost federal funding for these benefits. The proposed budget continues to increase funding for K-12 education and for the California university systems and community colleges. Due to the recent increase in the Gas Tax, the budget proposes \$55 billion in spending over the next decade on transportation projects ranging from neighborhood roads to passenger rail improvements.

The governor's proposed budget does not account for the recession he predicts, but he notes that even a moderate recession could impact the states' revenues by \$20 billion. In order to prepare for this eventuality, the budget proposes to increase the Rainy-Day Fund to its full reserve requirement in FY 2018-19 of \$13.5 billion, an increase of \$5.1 billion over the current level. Additionally, the budget addresses the staggering liabilities that plague the state. Of the unfunded liability of \$275 billion, \$272 billion are related to the pension costs associated with state and University of California employees. The state paid an additional \$6 billion to CalPERS in 2017 in an effort to mitigate this ongoing issue.

Looking Forward

In order to strategically address the future needs of the city and to ensure that the city maintains 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, with an economic climate that changes rapidly and unpredictably. 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 fiscal challenges are identified and resolved, and to ensure the continued development of a balanced and responsible budget.

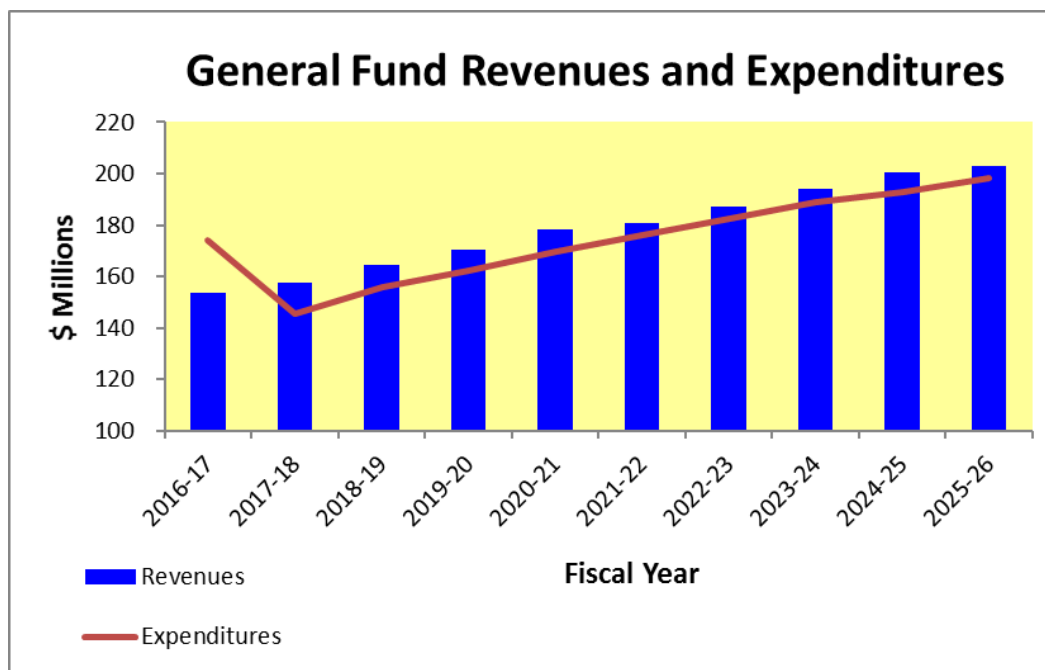
During the Great Recession, the city took deliberate actions to ensure that the budget remained structurally balanced. These measures included a reduction in full-time and hourly full-time equivalent (FTE) positions, delaying the construction of non-essential capital projects, reducing the funding for capital outlay and priority projects, reducing and/or eliminating cost of living salary increases, requiring employees to pay a larger portion of their 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 ten-year forecast identifies increasing labor costs as CalPERS, the administrator for the city's employee pension plan, embarks on a strategy to remove risk from their investment portfolio. The city is taking steps to adjust to these increases and provide ongoing resources to continue providing service levels expected by our stakeholders.

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 Crossings at Carlsbad Golf Course ceased last fiscal year, following Council action in the adopted budget to retire outstanding construction debt almost twenty years ahead of the original maturity. The operating costs of new city facilities projected in the Capital Improvement Program and supported by the General Fund,

CITY OF CARLSBAD BUDGET HIGHLIGHTS

such as Pine Avenue Community Center, 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 the major revenue sources. Home prices, which saw large decreases during the recession, continue to recover and are providing support to city's property tax revenues in the following years, and it appears that trend is continuing. 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.



Note: FY16-17 includes one-time cost of \$10.5 million for Fire Station No. 2 replacement and \$14.8 million for paying of the Golf Course construction bonds.

The forecast assumes that General Fund revenues will increase by 4.3 percent in FY 2018-19, as economic conditions continue to improve, bolstering revenues from the property tax, sales tax, 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 future parks and civic facilities.

The forecast assumes that the city's cost for employee health care will increase by 5.25 percent in FY 2018-19 and will increase over the forecast period to 6.5 percent in future years. CalPERS, the administrator of the city's employee pension plan, continues with their risk mitigation strategy, which involves lowering the assumed rate of return on pension assets from 7.5 percent to 7 percent over a three-year period. The results of this drop in assumed rate of return on our mature pension plan will increase pension costs to the city in future years. FY 2018-19 will be the first year in which the rate decreases, but the effects do not materialize in the forecast until FY 2019-20, when we see a 15 percent increase in our annual required contribution (ARC). Annual pension costs after 2019-20 are less severe and are assumed to normalize at an annual increase of 3 percent. The City Council took action to pay off approximately \$9 million in the unfunded actuarial liability during the budget adoption process for FY 2017-18, and if similar actions are taken in future years, this will continue to decrease the city's ARC, holding all other variables that affect annual costs, such as investment returns, constant. CalPERS may take other actions in the future, to continue to make the statewide pension fund more fiscally sustainable, and such action will be captured in future forecasts. The state wide funded status for CalPERS hovers at around

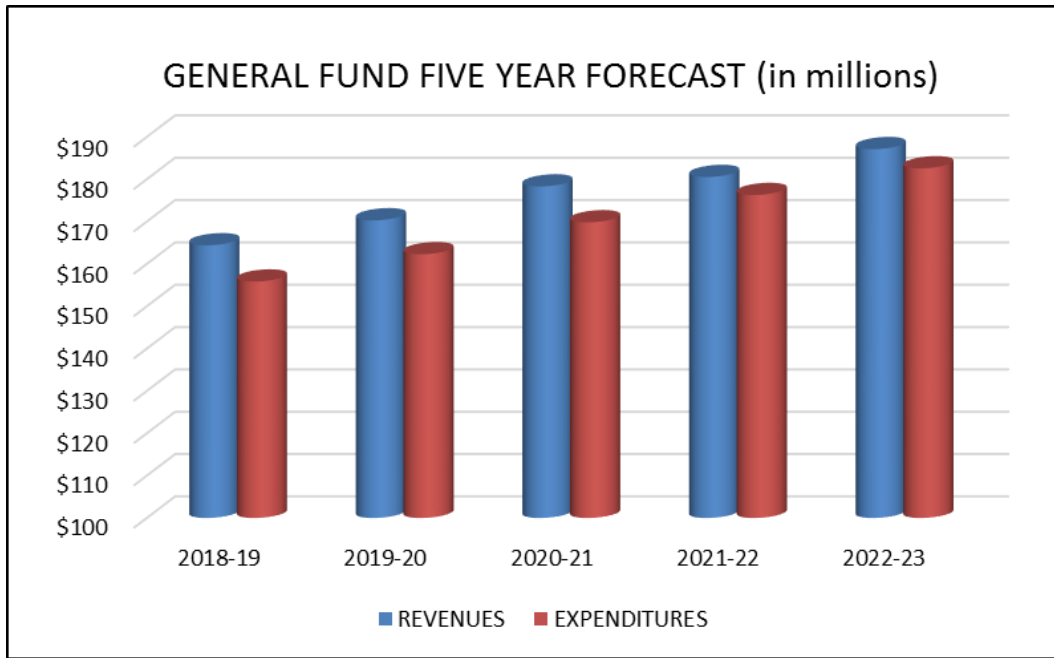
CITY OF CARLSBAD BUDGET HIGHLIGHTS

70 percent. The forecast does not consider increases in staffing levels beyond FY 2018-19, except those that may be related to the operating costs of new city facilities supported by the General Fund. Negotiated salary increases and future salary growth projections are included in personnel costs in the forecast, 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).

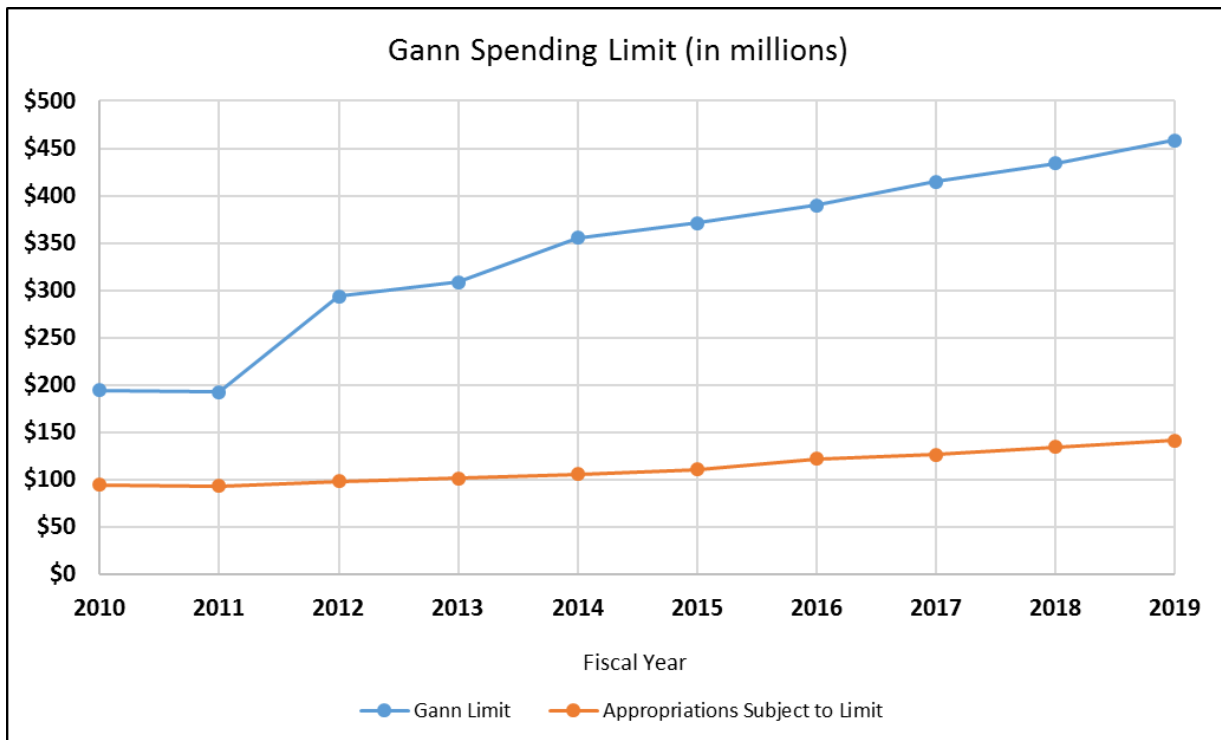
As indicated in the graph on the previous page, the General Fund is balanced for FY 2018-19 and revenues exceed expenses over the life of the forecast. Although the revenue forecast is positive, Carlsbad faces the same challenges that plague the national and state finances, including pension costs that are more volatile and the overall health of the economy. 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 (in millions)					
	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>	<u>2022-23</u>
<u>REVENUES</u>					
Property Tax	\$ 67.8	\$ 70.2	\$ 72.6	\$ 74.7	\$ 77.3
Sales Tax	37.7	39.6	41.4	42.8	43.9
Transient Occupancy Tax	25.4	28.0	29.3	30.7	31.6
Franchise Taxes	5.3	5.3	5.2	5.2	5.1
Business License Tax	5.2	5.4	5.5	5.6	5.8
Development Revenues	3.2	2.3	3.7	1.5	2.4
All Other Revenues	19.6	19.5	20.5	20.2	21.0
Total	\$ 164.4	\$ 170.3	\$ 178.3	\$ 180.5	\$ 187.1
<u>EXPENDITURES</u>					
Personnel	\$ 92.9	\$ 98.3	\$ 103.3	\$ 108.2	\$ 112.7
Maintenance & Operations	48.2	49.7	51.7	53.0	54.3
Capital Outlay	-	0.5	0.5	0.5	0.5
Council Contingency	1.5	1.5	1.5	1.5	1.5
Transfers	13.2	12.3	12.9	13.1	13.6
Total	\$ 155.8	\$ 162.3	\$ 169.8	\$ 176.3	\$ 182.6
SURPLUS/(DEFICIT)	\$ 8.56	\$ 8.01	\$ 8.47	\$ 4.25	\$ 4.54

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 \$300 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 Government Finance Officers Association's (GFOA) Executive Board. The best practice concepts related to long-term financial planning are as follows:

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.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- **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 Administrative Services 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.
- 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:

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- 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.
- 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:

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- 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
- 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).

CITY OF CARLSBAD BUDGET HIGHLIGHTS

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

- ***Workers' 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.
 - 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

CITY OF CARLSBAD BUDGET HIGHLIGHTS

- ***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:
 - 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.

GENERAL FUND CALPERS RATE STABILIZATION ASSIGNMENT

On June 28, 2016, the City Council set aside \$10 million from the General Fund unassigned fund balance to mitigate CalPERS pension rate volatility, alleviating stress on ongoing resources.

CITY OF CARLSBAD BUDGET HIGHLIGHTS

On June 13, 2017, the City Council allocated \$4.5 million from the \$10 million pension stabilization assignment, plus an additional \$4.5 million from the General Fund unassigned fund balance, to prepay \$9 million of the CalPERS unfunded liability. This leaves a balance of \$5.5 million set aside as unassigned fund balance to mitigate future CalPERS pension rates.

On June 12, 2018, the City Council approved an additional \$10 million from the General Fund unassigned fund balance and \$1 million from the Utility Enterprise Funds to prepay \$11 million of the CalPERS unfunded liability. The balance of the set aside remains unchanged at \$5.5 million and could be used to in the future to mitigate future CalPERS pension rates.

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.

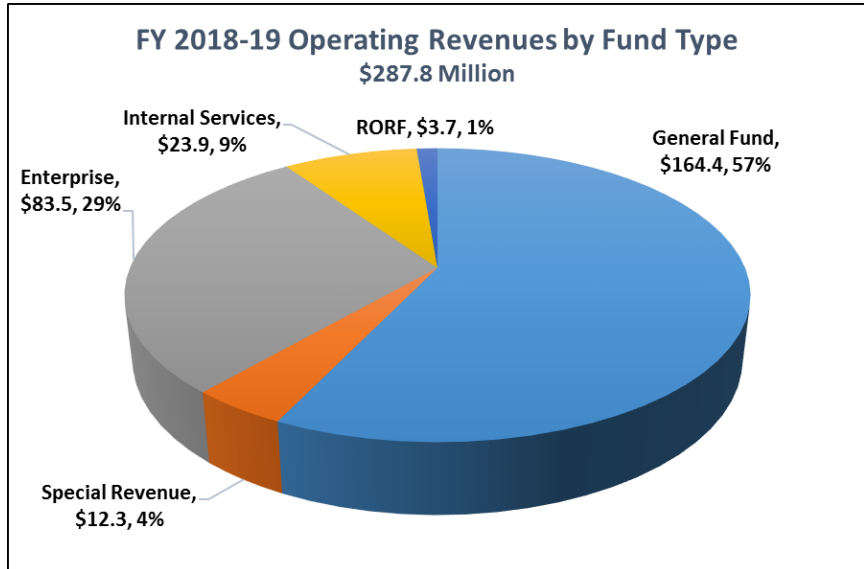
The policy provides the framework for use of Assessment Districts, Community Facilities Districts, and Bridge and Thoroughfare Districts. The public improvements must be located in the public rights-of-way dedicated or otherwise granted to the city or other public agency, and construction of the improvements 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.

BUDGET SUMMARY

OPERATING BUDGET

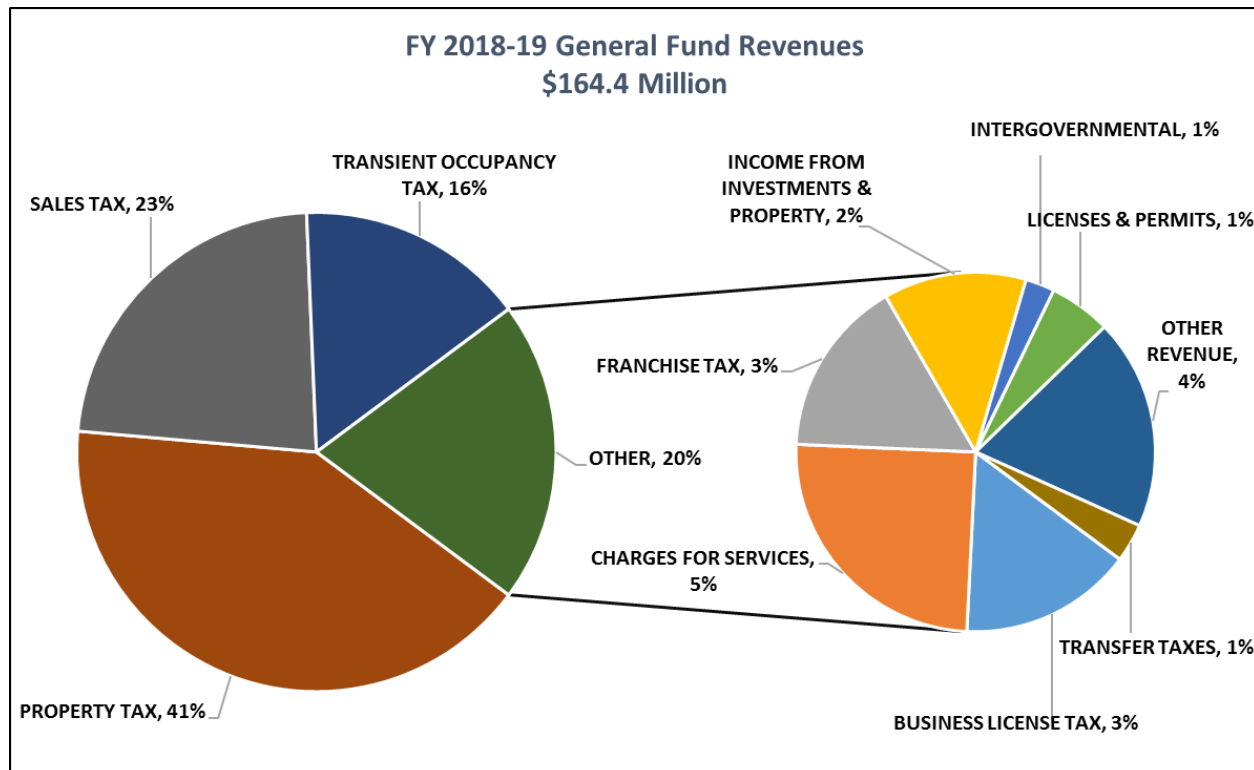
Revenue Projections

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.



General Fund

The fund receiving the largest slice of the revenues is the General Fund, with estimated revenues of \$164.4 million for Fiscal Year 2018-19. 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.



BUDGET SUMMARY

Property tax, at \$67.8 million, is the largest General Fund revenue. The city receives about 18 percent of the total property tax paid by its property owners. The remainder of the tax goes to the school districts, the state, and other agencies. Sales tax is the second largest source of revenue for the General Fund. Sales tax is estimated to bring in \$37.7 million for Fiscal Year 2018-19. Automobile and retail sales are the most significant contributors to the category of sales tax. Transient occupancy tax (hotel tax) is estimated at \$25.4 million and represents the third largest revenue source for the city. Franchise tax, transfer tax, and business license tax make up the remaining \$11.7 million in tax revenues estimated to be collected in Fiscal Year 2018-19.

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 \$880,000 for the upcoming year.

Licenses and permits account for \$1.9 million of the General Fund revenues and include building permits and other development-related permits. Charges for services are estimated to be \$8.3 million and include fees for engineering, planning, building, recreation, and ambulance services. Income from investments and property are estimated at \$4.3 million.

Other General Fund revenue sources include charges collected from other departments, fines and forfeitures, and miscellaneous revenues. Those sources total \$6.4 million.

Special Revenue Funds

Revenues from Special Revenue funds are estimated at \$12.3 million for Fiscal Year 2018-19. Funds collected in this category are legally restricted to specified purposes. Examples of revenues in this category 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 special benefit assessment districts.

Enterprise Funds

Enterprise fund revenues make up the second largest revenue group, totaling \$83.5 million. Enterprise funds operate similar to a business in that they charge fees to cover the cost of their services. The city has four primary enterprises, including a water utility, a wastewater utility, solid waste management, and the city's municipal golf course, The Crossings at Carlsbad.

Internal Service Funds

Internal Service fund revenues, projected to be \$23.9 million, are derived from charges to the city departments 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

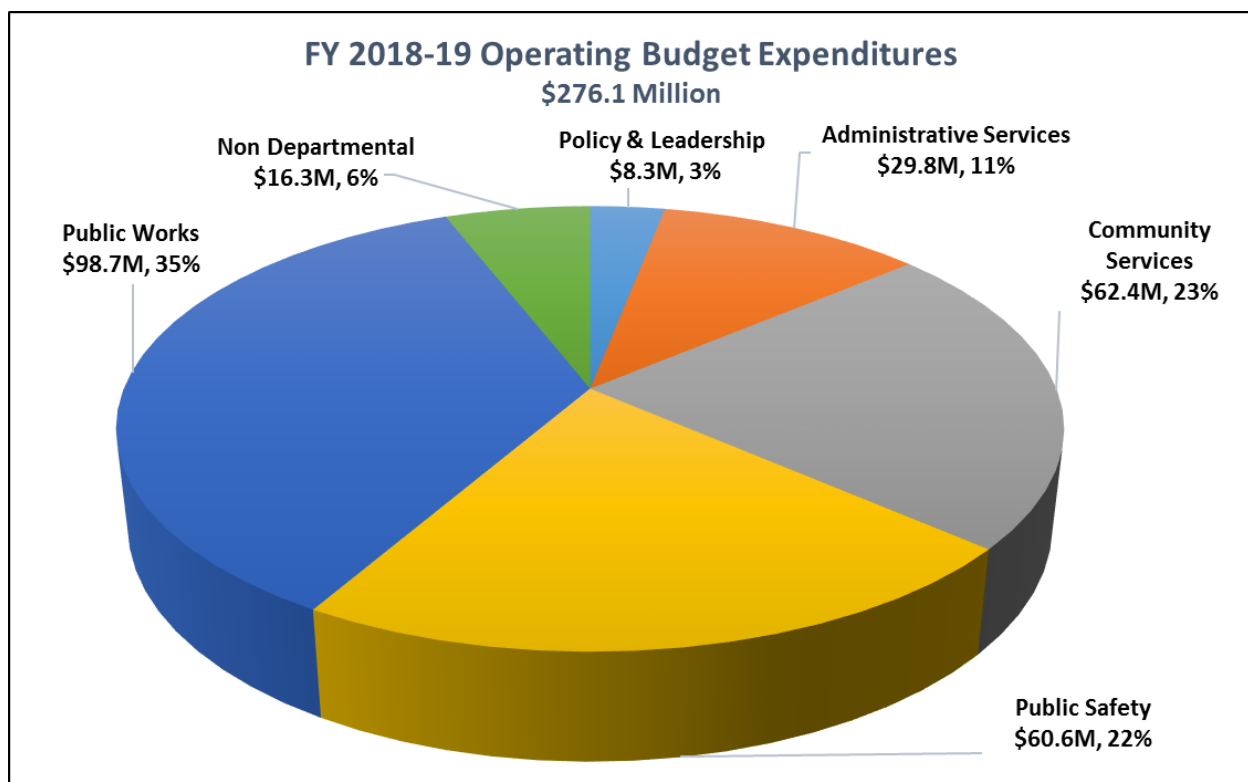
The Redevelopment Obligation Retirement Fund (RORF) revenues are expected to total \$3.7 million in the upcoming year. On June 29, 2011, California Governor Jerry Brown signed ABX126 to dissolve all redevelopment agencies within the State of California. All agencies were subsequently dissolved as of February 1, 2012, and a Successor Agency was designated to complete the work of the Carlsbad Redevelopment Agency (RDA) and wind down the financial obligations. A Recognized Obligation Payment Schedule (ROPS) was prepared by the Successor Agency in April 2012 and was subsequently approved by the Oversight Board, the County of San Diego, and the State of California. The initial ROPS identified financial

BUDGET SUMMARY

commitments of the former RDA which was to be paid from semi-annual tax increment revenue received by the Successor Agency. Every year a new ROPS is prepared by the Successor Agency and approved by the state in order to receive additional tax increment. Tax increment revenues will be received by the Successor Agency until the former Carlsbad Redevelopment Agency's outstanding bond issue and loan balance from the city's General Fund is paid in full.

Operating Budget By Program

The total Operating Budget adopted for the city for FY 2018-19 equals \$276.1 million, which is approximately 7 percent higher than the Operating Budget adopted for FY 2017-18. The Operating Budget includes funding for the General Fund as well as all other city funds, and can be categorized by main functional areas. Five main service areas that represent the key functions of the city have been identified, as well as a Non-Departmental component, which includes fund transfers and 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 2018-19 is \$8.3 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 and Records Management, City Attorney, City Treasurer, and the Communications department.

Administrative Services, with a budget of \$29.8 million, includes Finance, Purchasing, Human Resources, Information Technology, Self-insured Benefits, Risk Management, and Workers' Compensation. These areas mainly provide services to city departments.

Public Safety services are funded at \$60.6 million and include all of the Police and Fire programs, such as police patrol, vice/narcotics, investigations, property and evidence, regional task forces, fire emergency operations, fire prevention and emergency preparedness.

BUDGET SUMMARY

Community Services, with a budget of \$62.4 million, consists of community and economic development, 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. Community and Economic Development guides and oversees 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 Housing and Neighborhood Services.

The functional area requiring the largest amount of funds is **Public Works**, with a budget of \$98.7 million. Public Works is responsible for the provision of utility services, as well as the construction 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, Fleet Maintenance and Replacement, Environmental Programs, Facilities Maintenance and the Street Lighting Special Assessment District.

The **Non-Departmental and Contingency** funding is \$16.3 million and includes transfers to other funds, programs benefiting the city as a whole, such as community promotions, community contributions, assessment services, and the City Council's contingency account. Included in the non-departmental group is a \$10 million transfer to the Infrastructure Replacement Fund. This program sets aside funds for the replacement of the city's 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 2018-19 Operating Budget reflects a total net increase of 8.0 full-time positions, the elimination of 3.0 limited-term positions, and an increase of part-time staff totaling 3.28 hourly full-time equivalent (FTE) positions. These changes result in a city workforce of 693.25 full and three-quarter time employees, 4.75 limited-term positions, and 182.37 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 2018-19 totals \$66.2 million in new appropriations and an estimated \$198.6 million in continuing appropriations, for a total appropriation of \$264.8 million. Some of the notable capital projects which are planned in the next five years are discussed on the following pages.

Park Development Projects

The city is currently constructing park projects which were a result of a needs assessment and subsequent updated master plans. The city worked with the community to identify current needs and priorities for parks and recreation programs, and summarized the input in the Parks & Recreation Department Master Plan. The city then updated individual master plans for Poinsettia Community Park, Aviara Community Park, Pine Avenue Community Park and Leo Carrillo Ranch Historic Park.

BUDGET SUMMARY

Aviara Community Park Event Gathering Space and Picnic Areas – The additional park amenities include a large passive outdoor public gathering space, group picnic areas, a perimeter walking path and a catering support room complete with appliances to support outside catering and food and beverage services for small events. The total cost is \$3.9 million.

Poinsettia Community Park and Dog Park – Planned improvements include a fenced dog park for both large and small dogs, pickleball courts, updated tot lots and a multi-sports arena with a picnic area and artificial turf field, at a total cost of \$5.3 million.

Leo Carrillo Phase III – This historic park is located in the southeast quadrant of the city. Expenditures include a new restroom building, restoration of the horse stables to allow occupancy for events, an outdoor interpretive plan to educate and focus on the life and times of Leo Carrillo, his ranch years, and native people and plants. Also included is visitor way-finding signage and additional lighting. The total estimated cost is \$3.0 million.



Robertson Ranch Master Plan – This 13-acre park site is located within the Robertson Ranch development located in the northeast quadrant of the city. Funding in the amount of \$200,000 was previously appropriated for the development of a master plan.

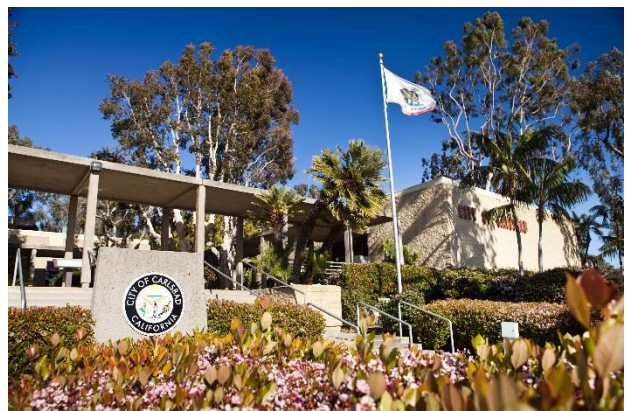
Veterans Park Master Plan – This 92-acre site is located on the east side of Faraday Avenue, just south of Cannon Road, across from The Crossings at Carlsbad Golf Course. An appropriation of \$200,000 will fund the initial phase, to include conducting public outreach and development of a master plan.

Civic Facilities

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

New City Hall – One of the five City Council goals is breaking ground on a new city hall at a site designated for a future civic center complex by the year 2023. Initial efforts will include site location and public outreach.

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, on a site near the existing Safety Center and Fleet yard. The total estimated project cost is \$38.4 million.



BUDGET SUMMARY

Fire Station No. 2 Reconstruction – On November 8, 2016, the Carlsbad citizens passed Measure O, authorizing the expenditure of up to \$10.5 million for the reconstruction of the city’s oldest fire station, located at the intersection of El Camino Real and Arenal Road.

Monroe Street Pool Replacement – The Monroe Street Pool is located on Monroe Street, adjacent to Carlsbad High School. This project will ultimately replace the pool, decking, gutters, mechanical building, restrooms/lockers/shower facilities and administrative areas. The current estimated cost is \$5.1 million.

Stagecoach Park Synthetic Turf Replacement – The Stagecoach Park athletic field is scheduled for synthetic turf replacement at a cost of \$1.8 million.

Other Facilities Maintenance Projects – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. In the next five years, an additional \$6.5 million has been allocated to projects, including the following:

- Cannon Park Restroom
- City Facility Accessibility Upgrades
- Faraday Administrative Facility Upgrades
- Fire Station No. 4 Expansion
- Fleet Maintenance Facility Refurbishment
- Safety Center Facility Improvements

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. This includes modernizing roads and traffic systems and investing in programs to make it easier to get around town, whether by car, on a bike, by foot, or via public transit. 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.

Adaptive Traffic Signal Program – This citywide program will implement adaptive signal coordination systems at approximately 150 traffic signal and intersection locations, to improve the flow of traffic throughout the city. An additional \$950,000 in funding will be added in FY 2018-19 to the existing program budget of \$1.9 million. This phase of the Adaptive Traffic Signal Program will complete the upgrade of the traffic signal equipment throughout the City of Carlsbad including the purchase and installation of equipment that will use real-time data to “adapt” traffic signal operations to changing traffic patterns. The new equipment will also monitor signal operations and send alarms alerting staff of potential equipment malfunctions.

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 2019-20. The CIP includes \$5.3 million to fund the project in the next few years provided for in a balanced and equitable manner. An additional \$5.8 million is planned towards completion of these traffic calming projects.

BUDGET SUMMARY

Beach Access Repair/Upgrades – Tamarack Avenue to Pine Avenue – Funding of \$5.8 million is included to pay for a structural evaluation report for railings, girders, caissons, concrete, etc., along with recommendations for repair and rehabilitation to keep the beach access facilities in safe condition.

Bridge Preventative Maintenance Program – This is a relatively new program designed to perform preventative maintenance activities on bridges throughout the city, at a total cost of \$1.6 million.

Carlsbad Village Drive and Grand Avenue Pedestrian Improvements – This project is estimated at \$1.3 million and will improve pedestrian features, roadway and sidewalk improvements and safety barriers. Funding is scheduled in the CIP in FY 2020-21.

Chestnut Avenue Complete Street Project – This project will reconfigure Chestnut Avenue to create a complete street with high visibility crosswalks, curb extensions, bike lanes and bicycle and pedestrian way finding signs, at a total cost of \$1.1 million. Funding is scheduled in the CIP in FY 2019-20.

Concrete Repair and Maintenance – The proposed spending plan includes \$1.3 million in the next five years for repairs to sidewalks, curb and gutter, pedestrian ramps, driveway approaches and cross gutters.

El Camino Real Widening from Arenal Road to La Costa Avenue – This project will add a southbound lane to widen the road to full Prime Arterial standards, at an estimated cost of \$2.5 million.

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. Funding of \$18.5 million is budgeted over the next five years for this program.

Poinsettia Lane Extension from Cassia Road to Skimmer Court – Completion of this segment of Poinsettia Lane is the final link between Aviara Parkway and El Camino Real. The total cost is estimated at \$14.1 million (previously appropriated).

Railroad Double Tracking – It is a City Council Goal to break ground on lowering the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value. To begin this effort, funding in the amount of \$2.0 million has been included in the FY 2018-19 CIP.

Road Diet and Traffic Calming Projects along Valley Street and Kelly Drive – 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 \$3.2 million.

Terramar Coastal Improvement – The project will ultimately improve the public right of way along Carlsbad Boulevard and Cannon Road to provide a complete street, including pedestrian/non-vehicular facilities, and along the bluff, to enhance the quality of the open space and beach access. Funding of \$6.7 million has been previously allocated to this project.

Traffic Signals/Traffic Control Improvements – In the next five years, traffic signal projects are planned at the following eight locations, at a total cost of \$1.2 million:

BUDGET SUMMARY

- Camino De Los Coches and La Costa Avenue
- El Fuerte and Rancho Pancho
- Faraday Avenue and Camino Hills Drive
- Faraday Avenue and Palmer Way
- La Costa Avenue and Levante Street
- Maverick Way and Camino De Los Coches
- Poinsettia Lane and Cassia Road
- Poinsettia Lane and Oriole Court

Village and Barrio Traffic Circles – Installation of traffic circles at intersections throughout the Village and Barrio is planned at a total cost of \$1.5 million.

Village Intelligent Parking – Following the recommendations of the Village Parking Plan, this project will install vehicle occupancy detectors in various locations in the Village using a 'Park Once' smart phone application, and decrease congestion in the Village caused by cars searching for parking. The initial cost estimate is \$300,000.

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 with impact fees collected with new development. 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 \$68.8 million in funding is scheduled for both new and replacement water and sewer projects.

Wastewater

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

- Buena Interceptor Sewer Improvements
- Faraday/El Camino Real Sewer Replacement
- Las Palmas Trunk Sewer
- Villas Sewer Lift Station Replacement
- Vista-Carlsbad Interceptor

In total, the new construction, replacement projects, ongoing condition assessments, repairs and upgrades to the city's wastewater facilities are expected to cost \$39.3 million in the next five years.

Water Lines

Major water facilities scheduled for construction or replacement within the next five years are estimated at \$9.5 million, and include the following locations:

- Aviara Parkway and Plum Tree
- El Fuerte and Corintia Street Pressure Reducing Station
- Fire Flow System Improvements
- Hydroelectric Generator at Desal Flow Control Facility No. 5
- Maerkle Reservoir Floating Cover Replacement
- Palomar Airport Waterline Realignment
- San Dieguito Water Intertie and Pipeline Extension
- Santa Fe II Inlet Pipeline

BUDGET SUMMARY

In addition, \$18.7 million is included in the next five years for miscellaneous pipeline replacements, repair and maintenance projects, a condition assessment program, and a water valve repair and replacement program.

Recycled Water Expansion

Expansion to the Carlsbad Water Recycling Facility, including construction of additional pipelines and a reservoir, are anticipated to cost \$34.5 million (previously appropriated). 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 million gallons per day (mgd). 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 \$7.3 million will be added to the program in the next five years.

SUMMARY

The FY 2018-19 budget focuses resources on projects that align with the strategic goals set by our City Council and the community. Most major revenue sources for the city are expected to continue to improve in the coming fiscal year, and these ongoing resources will fund construction and operating costs of facilities to support the future needs of residents and visitors. The city has also utilized a growth management plan to ensure that one-time funds are available for these facilities and infrastructure.

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. Although the forecast indicates improving economic conditions for the city in the coming years, the FY 2018-19 budget maintains the fiscal discipline and planning exercised by Carlsbad's City Council over the past decades.

In FY 2015-16, the city 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 can be used for ongoing operating expenditures to ensure the continuation of services with minimal impact to the public. The FY 2018-19 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.

BUDGET SUMMARY

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.

Although the Government Code of the State of California has established maximum general obligation debt limits for local governments within the State, the city does not have any outstanding debt subject to those limitations.

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. The city currently has approximately \$66.5 million of debt outstanding. Outstanding debt obligations of financing districts within the city do not obligate the City of Carlsbad.

The following table identifies the debt the city has issued, the outstanding principal balance, the 2018-19 scheduled principal and interest payments, and the scheduled year of payoff.

City of Carlsbad Outstanding Debt Issues						
Bond Name	Repayment Source	Original Bond Issue	Outstanding Principal At 6/30/18	FY 2018-19 Payment Due	Final Payment FY	
1993 Redevelopment						
Tax Allocation Bonds	Redevelopment	\$ 15,495,000	\$ 5,295,000	\$ 1,034,496		2024
CFD #3 2016 Improvement Area 1						
Special Tax Bonds	Special District	\$ 8,290,000	\$ 7,970,000	\$ 535,263		2037
CFD #3 2016 Improvement Area 2						
Special Tax Bonds	Special District	\$ 13,015,000	\$ 12,555,000	\$ 802,675		2039
Subtotals		\$ 36,800,000	\$ 25,820,000	\$ 2,372,434		
1997 Carlsbad Ranch (AD 95-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 10,175,438	\$ 2,285,000	\$ 467,837		2023
1998 Rancho Carrillo (AD 96-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 19,600,000	\$ 8,550,000	\$ 1,069,788		2029
2013 Reassessment District (AD 2012-1)						
Limited Obligation Improvement Bonds	Assessment District	\$ 31,300,000	\$ 26,360,000	\$ 2,131,033		2036
Subtotals		\$ 61,075,438	\$ 37,195,000	\$ 3,668,658		
Totals		\$ 97,875,438	\$ 63,015,000	\$ 6,041,092		

BUDGET SUMMARY

In summary, the following table shows the estimated revenues, expenditures and projected available balance on June 30, 2018, and the budgeted revenues and expenditures, with the projected available balance on June 30, 2019.

FISCAL YEAR 2018-19						
PROGRAM AREA	PROJECTED BALANCE July 1, 2018	ESTIMATED REVENUES	ADOPTED BUDGET	ADVANCES & TRANSFERS	PROJECTED BALANCE June 30, 2019	
OPERATING BUDGET						
Policy / Leadership Group			\$ 8,364,050			
Administrative Services			29,841,833			
Community Services			62,356,207			
Public Safety			60,568,910			
Public Works			98,687,763			
Non Departmental & Contingencies			16,296,101			
SUBTOTAL OPERATING	\$ 201,177,828	\$ 287,782,683	\$ 276,114,864	\$ -	\$ 212,845,647	
CAPITAL IMPROVEMENT PROGRAM						
Fiscal Year 2018-19	\$ 502,983,724	\$ 49,667,992	\$ 66,219,432	\$ -	\$ 486,432,284	
2017-18 Continuing Appropriations					(198,646,084)	
Projected CIP Fund Balance at June 30, 2019					287,786,200	
TOTAL OPERATING AND CAPITAL	\$ 704,161,552	\$ 337,450,675	\$ 342,334,296	\$ -	\$ 699,277,931	

FISCAL YEAR 2017-18						
PROGRAM AREA	PROJECTED BALANCE JULY 1, 2017	PROJECTED REVENUES	ESTIMATED EXPENDITURES	ADVANCES & TRANSFERS	PROJECTED BALANCE JUNE 30, 2018	
OPERATING BUDGET						
Policy / Leadership Group			\$ 7,039,000			
Administrative Services			25,733,000			
Community Services			57,570,711			
Public Safety			57,292,000			
Public Works			87,637,400			
Non Departmental & Contingencies			14,216,068			
SUBTOTAL OPERATING	\$ 183,521,307	\$ 278,153,531	\$ 249,488,179	\$ (11,008,831)	\$ 201,177,828	
CAPITAL IMPROVEMENT PROGRAM						
Fiscal Year 2017-18	\$ 474,090,670	\$ 97,022,972	\$ 67,190,860	\$ (939,058)	\$ 502,983,724	
TOTAL OPERATING AND CAPITAL	\$ 657,611,977	\$ 375,176,503	\$ 316,679,039	\$ (11,947,889)	\$ 704,161,552	

BUDGET SUMMARY

TRANSFERS AND ADVANCES

For FY 2018-19, total Operating Budget transfers and advances include the following:

- Repayment of an advance to the General Fund from the Redevelopment Obligation Retirement Fund (\$937,014).

For FY 2017-18, total Operating Budget transfers and advances included the following:

- Transfer from the General Fund undesignated balance (\$9,732,020), Water Operations Fund (\$670,450), Recycled Water Operations Fund (\$247,811) and Wastewater Operations Fund (\$358,550) for the prepayment of the CalPERS unfunded liability.
- Repayment of an advance to the General Fund from the Redevelopment Obligation Retirement Fund (\$1,937,593).
- Transfer from the General Fund to the Tree Maintenance Assessment District (\$100,000) for increases in contracted tree maintenance costs.
- Transfer from the General Fund (\$265,000) and Wastewater Operations Fund (\$82,000) to the Fleet Replacement Fund for increases in vehicle replacement costs.

PERSONNEL ALLOCATIONS

	FINAL BUDGET 2016-17	FINAL BUDGET 2017-18	FINAL BUDGET 2018-19	2018-19 CHANGES
CITY ATTORNEY	6.00	7.00	7.00	0.00
CITY CLERK & RECORDS MANAGEMENT	5.00	6.00	6.00	0.00
CITY COUNCIL	1.00	1.00	1.00	0.00
CITY MANAGER	8.00	8.00	9.00	1.00
CITY TREASURER	0.75	0.75	0.75	0.00
COMMUNICATIONS	5.00	5.00	5.00	0.00
COMMUNITY & ECONOMIC DEVELOPMENT	44.00	44.00	46.00	2.00
FINANCE AND RISK MANAGEMENT	33.00	32.00	32.00	0.00
FIRE	90.00	90.00	90.00	0.00
HOUSING AND NEIGHBORHOOD SERVICES	13.00	13.00	12.00	(1.00)
HUMAN RESOURCES & WORKERS COMP	11.00	11.00	11.00	0.00
INFORMATION TECHNOLOGY*	20.00	27.00	32.00	5.00
LIBRARY & CULTURAL ARTS	50.50	50.50	50.50	0.00
PARKS & RECREATION	57.15	57.00	55.00	(2.00)
POLICE*	168.00	168.00	169.00	1.00
PUBLIC WORKS - ADMINISTRATION	9.85	12.30	7.65	(4.65)
PUBLIC WORKS - ENVIRONMENTAL MANAGEMENT	9.50	9.70	9.60	(0.10)
PUBLIC WORKS - GENERAL SERVICES	51.30	52.00	53.00	1.00
PUBLIC WORKS - TRANSPORTATION	33.00	32.00	35.00	3.00
PUBLIC WORKS - UTILITIES	60.20	59.00	61.75	2.75
PERMANENT FULL AND 3/4 TIME LABOR FORCE	676.25	685.25	693.25	8.00

SUMMARY OF REQUESTED LABOR FORCE BY CATEGORY				
	2016-17	2017-18	2018-19	Difference
Limited Term Personnel	6.75	7.75	4.75	(3.00)
Hourly Full Time Equivalent Personnel	162.76	179.09	182.37	3.28
TOTAL LABOR FORCE	845.76	872.09	880.37	8.28

*In 2018-19, Police IT was consolidated with City IT, resulting in the transfer of 5.0 FTEs.

Fiscal Year 2018-19 Budget Calendar

DECEMBER 2017	
Operating Budget	Capital Budget
Planning and calendar development	Planning and calendar development Staff Kickoff meeting
JANUARY 2018	
Operating Budget	Capital Budget
Ten-year forecast updated Budget priorities and procedures updated Staff Kickoff meeting	Department CIP project submittals due
FEBRUARY 2018	
Operating Budget	Capital Budget
City Council goal setting Budget preparations Underway	City Council goal setting CIP Department Meetings
MARCH 2018	
Operating Budget	Capital Budget
Department budgets due Finance department review Meetings with Department Directors	Growth estimates updated Cash flows updated (15 year) Meetings with City Manager
APRIL 2018	
Operating Budget	Capital Budget
Meetings with City Manager Preliminary budget to printer	
MAY 2018	
Operating Budget	Capital Budget
City Council Workshop Citizen's Budget Workshop	
JUNE 2018	
Operating Budget	Capital Budget
Public Hearing and Budget Adoption	

California Society of Municipal Finance Officers

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Operating Budget Excellence Award Fiscal Year 2017-2018

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For meeting the criteria established to achieve the Operating Budget Excellence Award.

February 7, 2018



A handwritten signature in blue ink, appearing to read "Drew Corbett".

***Drew Corbett
CSMFO President***

A handwritten signature in blue ink, appearing to read "Craig Boyer".

***Craig Boyer, Chair
Professional Standards and
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For the Fiscal Year Beginning

July 1, 2017

Christopher P. Morill

Executive Director





**2018/19 Operating Budget &
Capital Improvement Program**

Operating Budget



Operating Budget

2018-19 OPERATING BUDGET OVERVIEW

REVENUE

The Operating Budget for FY 2018-19 totals \$276.1 million, with revenues for the year estimated at \$287.8 million. General Fund revenues are estimated at \$164.4 million and General Fund budgeted operating expenditures are \$155.8 million.

The following table shows the total operating revenues anticipated to be received by the city for FY 2017-18, as well as those estimated for FY 2018-19.

REVENUE SUMMARY BY FUND TYPE (in Millions)				
FUND	PROJECTED 2017-18	BUDGETED 2018-19	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 157.5	\$ 164.4	\$ 6.9	4.4%
SPECIAL REVENUE	13.6	12.3	(1.4)	-10.2%
ENTERPRISE	82.4	83.5	1.1	1.3%
INTERNAL SERVICE	21.0	23.9	3.0	14.2%
REDEV. OBLIG. RETIREMENT	3.6	3.7	0.1	3.1%
TOTAL	\$ 278.2	\$ 287.8	\$ 9.6	3.5%

Revenue estimates for the Operating Budget indicate that the city will receive a total of \$287.8 million in FY 2018-19, a change of about \$9.6 million over the projected FY 2017-18 revenues. General Fund revenues are expected to increase by \$6.9 million, compared to the prior year, as all sources of revenue indicated in the table (above) increase, with the exception of decreases in Special Revenue fund revenues. Special Revenue funds decreased by over 10 percent, or \$1.4 million, due to projected decreases in affordable housing revenues, and police grants. Enterprise Fund revenues are projected to remain relatively flat in the upcoming fiscal year. More information on the city's revenue sources is provided in the following discussion.

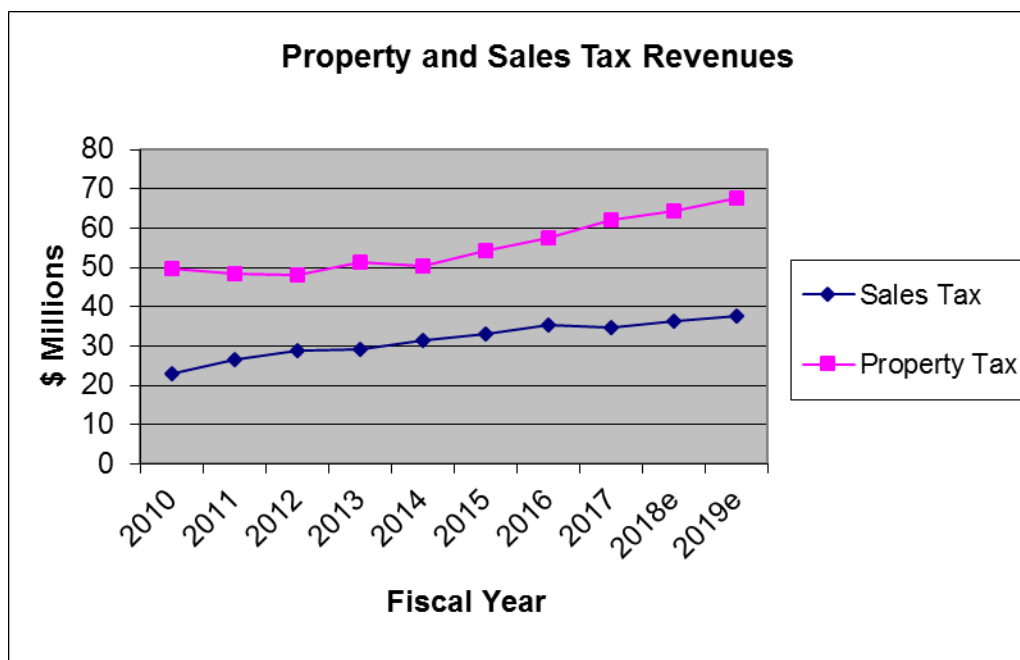
General Fund

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 2017-18	BUDGETED 2018-19	\$ CHANGE	% CHANGE
PROPERTY TAX	\$ 64.3	\$ 67.8	\$ 3.5	5.4%
SALES TAX	36.5	37.7	1.3	3.4%
TRANSIENT OCCUPANCY TAX	23.0	25.4	2.5	10.9%
FRANCHISE TAXES	5.4	5.3	(0.1)	-1.0%
BUSINESS LICENSE TAX	5.1	5.2	0.1	2.5%
DEVELOPMENT REVENUES	5.0	3.2	(1.8)	-35.1%
ALL OTHER REVENUE	18.3	19.6	1.3	7.3%
TOTAL	\$ 157.5	\$ 164.4	\$ 6.9	4.4%

2018-19 OPERATING BUDGET OVERVIEW

General Fund revenues continue to indicate a healthy local economy, as growth continues to be positive. Almost 80 percent of General Fund revenues are derived from three sources – property tax, sales tax, and transient occupancy tax (TOT). Sales tax receipts and TOT revenues tend to be much more sensitive to changes in economic conditions, unlike property tax revenues, which remain relatively stable because of the mitigating effect of Proposition 13, which limits annual growth in assessed values. Property tax, the largest source of General Fund revenues, is expected to grow by 5.4 percent in FY 2018-19, as assessed values continue to improve. The median price of single family residence (SFR), based on resale data from CoreLogic, is up by over 20 percent year over year in March. All zip codes, or quadrants, in Carlsbad have seen increases for the year. The appreciation in home prices is also matched with an increase in inventories, and homes are spending slightly under a month on the market, based on Movoto data. The Federal Reserve is expected to raise the discount rate several times in 2018, which will put upward pressure on mortgage rates. It would be expected that this, coupled with the recent changes in the federal income tax code which reduces itemized deductions for property taxes, would hamper price increases in housing.

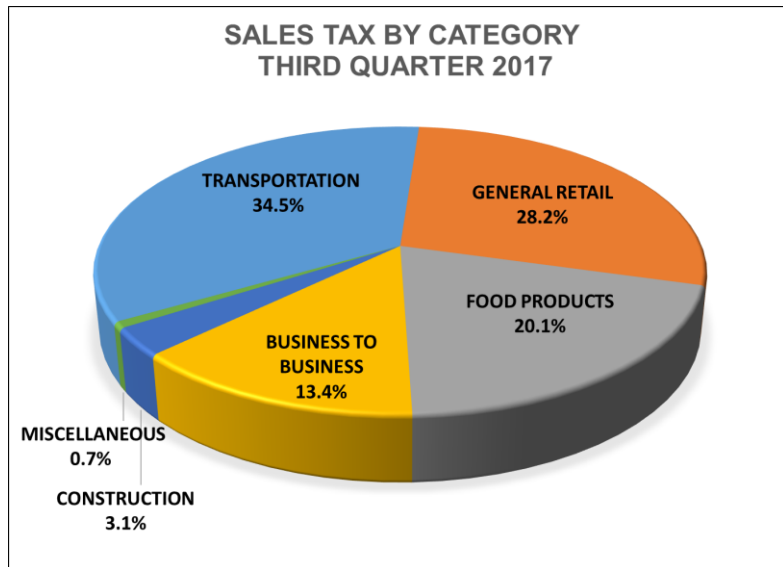


Changes in property taxes revenues lag behind changes in the housing market, as the tax revenue for the upcoming fiscal year is based on assessed values from January. Thus, the taxes to be received for FY 2018-19 are based on assessed values as of January 1, 2018.

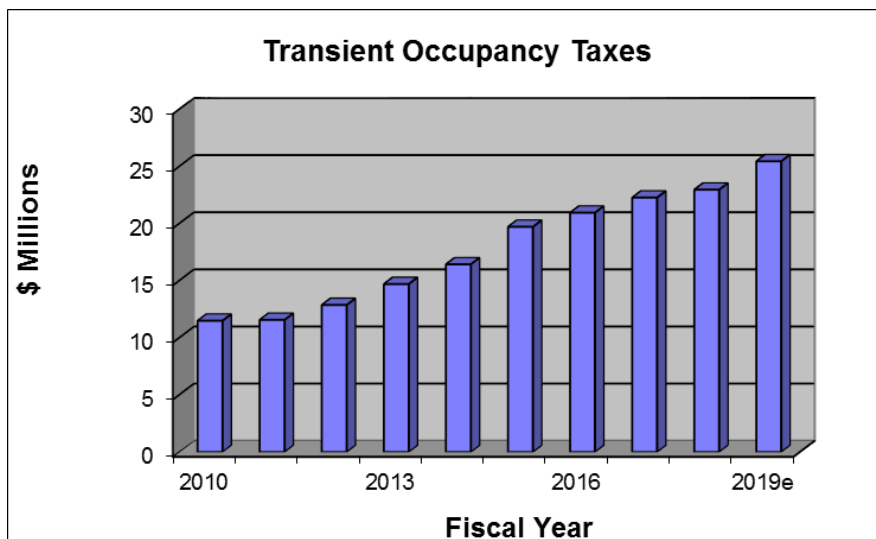
Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more than two percent per year. The value upon which the tax is based is only increased to the full market value upon the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

2018-19 OPERATING BUDGET OVERVIEW

Sales tax revenues generally move in step with economic conditions and have improved markedly over the past years. Sales tax revenue for FY 2018-19 is expected to increase by 3.4 percent. The most recent UCLA Anderson forecast predicts that taxable sales in California will stay strong in the coming years, rising from 3.3 percent in 2018 to 4.7 percent in 2020. Looking backward, data from MuniServices for the third quarter of 2017 revealed statewide growth in sales tax of 4.3 percent compared to the previous year. Carlsbad saw an increase of 3.4 percent, driven in part by healthy new auto sales (an increase of 6.8 percent) and business to business sales.



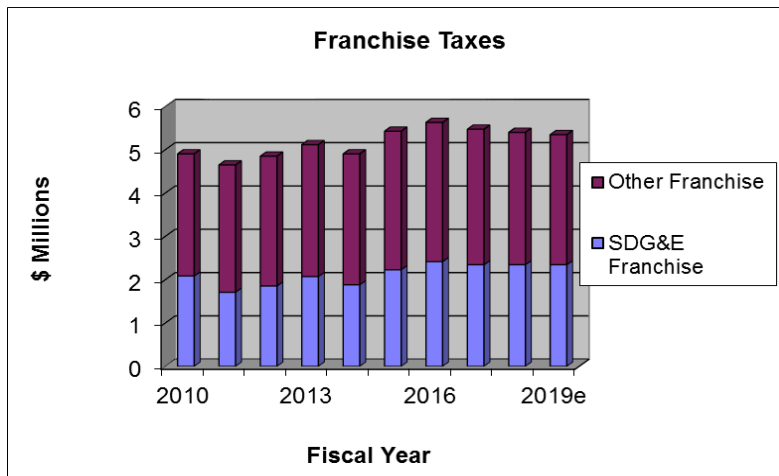
As indicated in the chart above, the city's sales tax base is heavily weighted in the transportation (comprised heavily of new auto sales) and general retail sectors, both of which account for two-thirds of taxable sales in Carlsbad. New auto sales are highly elastic in comparison to economic trends, and tax revenues from new auto sales fell precipitously during the recession, from \$6.7 million in 2007 to \$4.4 million in 2009. Since that dip, revenues hit a high of \$8.1 million in 2016 and, for the year ending in the third quarter of 2017, revenues from auto sales were close to \$8.7 million. General retail sales, although down slightly in the third quarter, remain strong. Revenues received under Proposition 72, a ½ cent increase in California sales tax for the funding of local public safety services, is included in sales tax revenues.



The third highest General Fund revenue source is **Transient Occupancy Tax** (TOT, or hotel tax). TOT is forecast to increase by 10.9 percent in FY 2018-19, stabilizing at a record high just over \$25 million. As seen in the accompanying graph, TOT has increased by over 120 percent since FY 2009-10, 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. According to a report from Tourism Economics, San Diego tourism will see modest growth in visitation of under 2 percent for the next few years, as a decline in visits from Mexico puts some drag on this metric. However, expenditures and average daily room rates will remain strong in the coming years, according to the report. Carlsbad currently has approximately 4,800 hotel rooms and over 900 vacation rentals, and continues to benefit from increasing daily room rates and improving occupancy rates.

2018-19 OPERATING BUDGET OVERVIEW



Franchise Tax revenue has stabilized over the past years and is projected at \$5.3 million in FY 2018-19. 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 solid waste franchise experienced minor revenue increases that mirror growth in population and

changes in rate structures. Cable TV franchise revenue is expected to decrease by 5% from \$1.6 million to \$1.5 million over the next fiscal year due to decreases in the number of paid subscription services. This trend will most likely continue in future years as more subscribers cut cable services and move to online streaming services.

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, 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. This revenue source is expected to remain flat for the entirety of the ten-year forecast.

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.

During FY 2009-10, development-related revenues began to turn around from historic lows experienced in FY 2008-09. Since then, development-related revenues have fluctuated in line with increases and decreases in residential, commercial and industrial development. In FY 2018-19, the city expects a 35 percent decrease in development related revenues, to approximately \$3.2 million, following higher than anticipated development activity occurring in FY 2017-18. An additional 409 residential units are expected to be added in the coming fiscal year, about the same number expected for the current year. Coupled with an estimated addition of over 515,000 square feet of non-residential space, compared to \$1.4 million in the current year, this is driving the expectations for development-related revenues in the coming year.

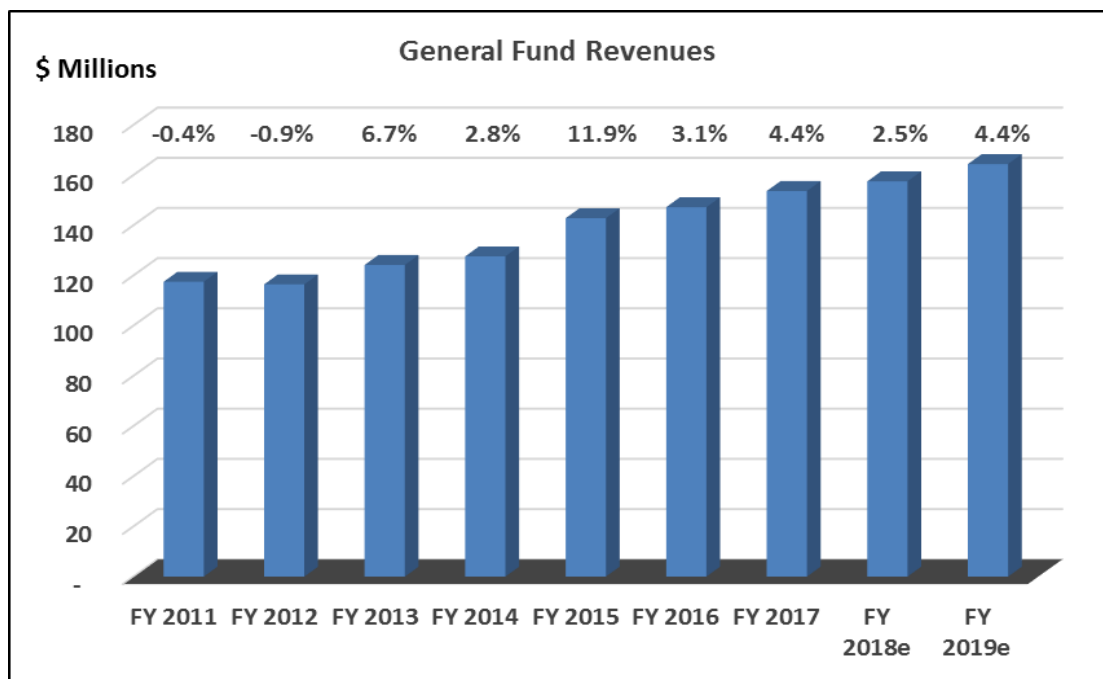
Business license taxes are closely tied to the health of the local economy, and are projected to increase by 2.5 percent to an estimated \$5.2 million in FY 2018-19. There are currently about 10,000 licensed businesses in Carlsbad, with 2,500 of them home-based.

All other revenues include transfer taxes, interest earnings, ambulance fees, recreation fees, and other charges and fees. The estimate for FY 2018-19 totals \$19.6 million, a \$1.3 million increase from the previous year, primarily due to an accounting change for utility billing interdepartmental charges. 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.

2018-19 OPERATING BUDGET OVERVIEW

Transfer taxes are those taxes paid to the county upon the transfer of interests in real estate. The tax is \$1.10 per \$1,000 of property value, split equally between the county and the city. Carlsbad expects to receive approximately \$1.2 million in transfer taxes for FY 2018-19, which is a 2 percent increase from FY 2017-18. Housing prices are continuing to increase in Carlsbad and inventories have increased for the first time in several years. Economists continue to predict multiple increases in the Fed discount rate and, coupled with a change in the income tax code, this could slow home price appreciation.

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 \$2.4 million in interest on its General Fund investments for Fiscal Year 2018-19, as the yield on the city's portfolio is expected to improve modestly to about 1.6 percent and cash balances grow.



Overall, as reflected in the above bar chart, General Fund revenues are expected to be up 4.4 percent from FY 2018-19, as the city experiences growth in all revenues, except development-related fees and franchise taxes, which are projected to decrease. 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 stabilize at around 3 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 2017-18, the unassigned General Fund balance is projected to be approximately \$78 million. At the end of FY 2018-19, the reserve is projected to be approximately \$88 million. This projected unassigned fund balance will represent a 56 percent reserve. The reserve amount

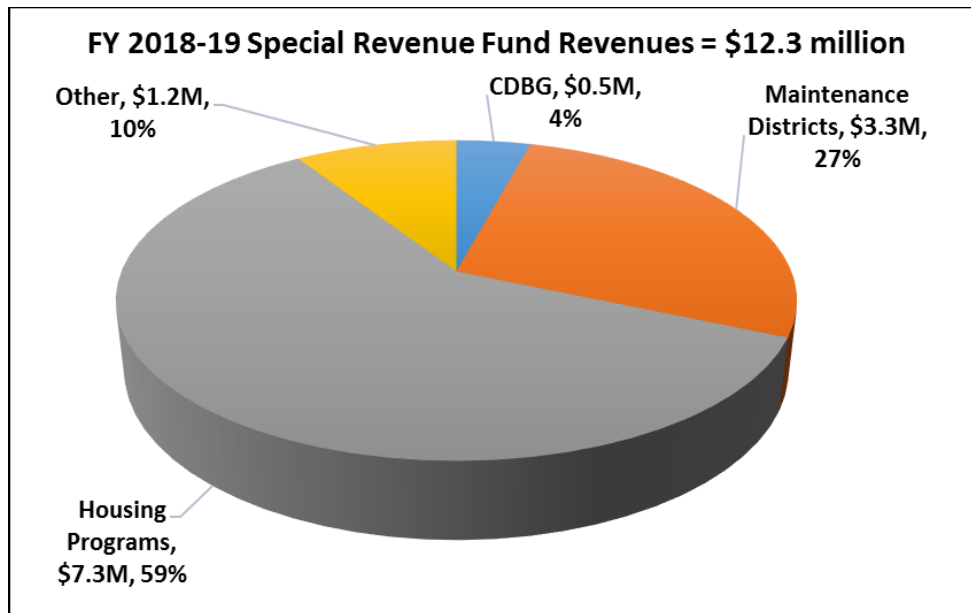
2018-19 OPERATING BUDGET OVERVIEW

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 \$12.3 million in FY 2018-19, a decrease of 10.2 percent from FY 2017-18. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

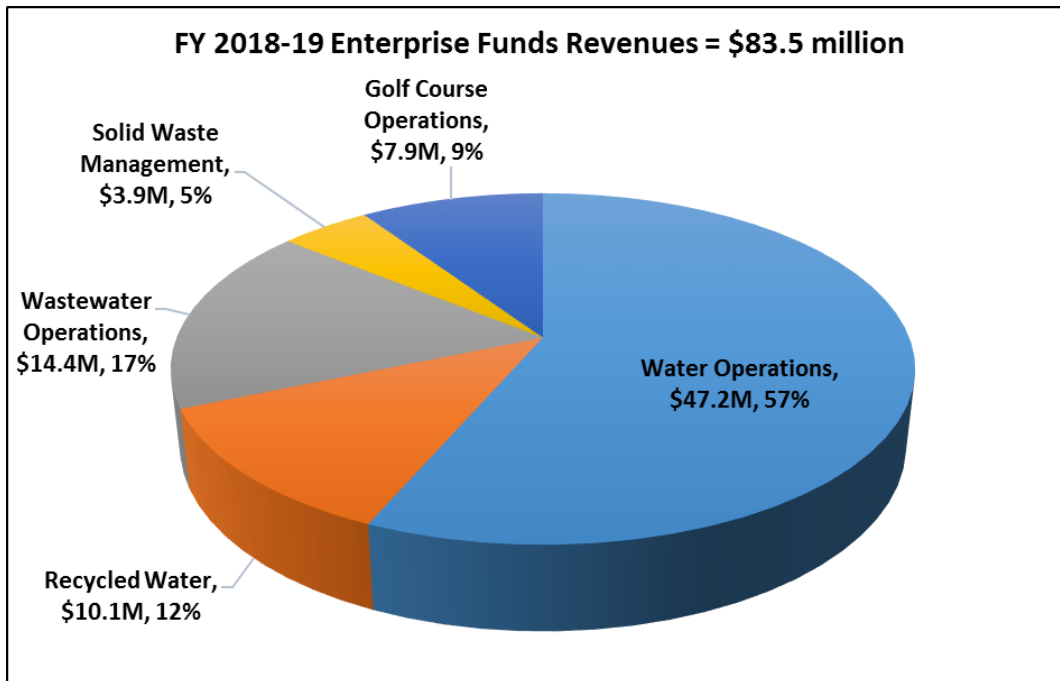
- Federal Grants (Rental Assistance-Section 8 and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)



The most noteworthy changes in the Special Revenue funds occurred in the Affordable Housing Fee Fund, a decrease of \$948,000. These fees are related to development and can fluctuate significantly from year-to-year. Revenue from grants and donations decreased \$606,000; these are generally one-time revenues and fluctuate from year-to-year as well.

2018-19 OPERATING BUDGET OVERVIEW

Enterprise fund revenues for FY 2018-19 are projected at \$83.5 million, a modest increase of 1.3 percent over the current year estimates.



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 2018-19 Operating Budget includes funding for replacement of Carlsbad's water infrastructure, ongoing meter replacements, and maintaining sufficient operating reserves.

The Water Enterprise Fund revenue is estimated at \$47.2 million, which is a very slight increase over the current year estimate of \$47.0 million. Recycled water revenues at \$10.1 million are expected to increase 2.2 percent as Carlsbad continues to expand the delivery system and add new customers.

Estimated revenues for Wastewater are \$14.4 million, a 2.6 percent increase over the current year estimate.

Estimated revenues from operations of the Golf Course are expected to increase by 3.9 percent next year.

Internal Service funds show estimated revenues of \$23.9 million for FY 2018-19, a 14.2 percent increase over FY 2017-18 projections.

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.

2018-19 OPERATING BUDGET OVERVIEW

An actuarial review of the **Workers' Compensation** fund indicates that it has insufficient cash balances to meet estimated future claims, due primarily to increasing claims over the past years. In order to remedy this, the proposed budget increases charges to city departments by 10 percent in the coming years, in addition to transferring funds of \$1.5 million from the General Fund to stabilize the Workers' Compensation fund.

There are also increases in **Vehicle Replacement** and **Information Technology (IT)** charges of 11 percent and 28 percent, respectively. Vehicle Replacement costs increase when the number of vehicles and the price of new vehicles increases; for example, police sedans are now routinely being replaced with sport utility vehicles, at a higher per unit cost. There have also been significant increases in specialized vehicles, such as fire trucks and ambulances. IT charges to departments have increased significantly mainly as a result of combining the Police IT staff (5 FTE) and operating costs with the citywide IT department budget.

The Redevelopment Obligation Retirement Fund (RORF) revenues are budgeted at \$3.7 million, a 3.1 percent increase over FY 2017-18 estimates. Although the Carlsbad Redevelopment Agency has been dissolved, the California Department of Finance has approved the repayment of the approximately \$8.1 million (plus accrued interest) loaned to both former redevelopment areas by the General Fund as well as debt service payments remaining on the former agency's 1993 Tax Allocation Refunding Bonds. Payments are distributed annually from available property tax revenues allocated by the state to the successor agency.

2018-19 OPERATING BUDGET OVERVIEW

EXPENDITURES

The city's Operating Budget for FY 2018-19 totals \$276.1 million, which represents an increase of about \$18.5 million, or 7.2 percent, as compared to the adopted FY 2017-18 Budget. The changes in each of the city's programs will be discussed below.

Budgetary Policies

The 2018-19 budget reflects the city's ongoing commitment to maintaining the highest standards of quality for our community today and in the future. The budget includes investment in our infrastructure and in our people. We continue to pursue strategies that will ensure continued fiscal health, from addressing long term pension liabilities to ensuring adequate financial reserves are set aside to weather future challenges. The budget balances one-time and ongoing expenses to ensure that taxpayer resources are allocated in a way that ensures that Carlsbad remains the pinnacle of stewardship and thoughtful planning.

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 2018-19 were established in line with conservative estimates for future revenue growth:

- Continue to provide excellent services to our residents.
- Staff was added in functional areas that allow us to pursue city goals, such as the addition of a manager to oversee the city's Smart City initiatives.
- Modest growth of 2.5 percent was allowed for Maintenance & Operations costs so our departments can address rising costs without impact to service levels.
- Costs were included for new and innovative services, such as the Integrated Pest Management Program, which pursues maintenance of our facilities and parks in a more environmentally conscious manner.
- Additional budget was included for professional development of our employees, as we strive to ensure a workforce capable of maintaining the high standards we have set.

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 2018-19, departments were allowed a 2.5 percent increase, if needed, for maintenance & operations (M&O) costs. 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.

During the beginning of the recession, the city eliminated 50 full-time equivalent (FTE) positions in order to contain costs. Since FY 2014-15 there has been an increase of 17.5 full-time positions. In the FY 2018-19 budget, there is a net increase of 8.0 permanent full-time positions and a reduction of 3.0 limited-term position, as well as an increase of 3.28 part-time FTE positions. No additional appropriations are expected during the fiscal year, except in the case of 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 2017-18, 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

2018-19 OPERATING BUDGET OVERVIEW

remaining unspent funds for special one-time projects as well as items funded in FY 2017-18 which are planned for completion in FY 2018-19.

Budgeted Expenditures

Through the application of these guidelines and policies, the FY 2018-19 Operating Budget of \$276.1 million was developed.

Position Changes

The FY 2018-19 Operating Budget reflects an approximate citywide full-time personnel increase of \$1,545,000, resulting from a net increase of 8.0 permanent full-time positions and a reduction of 3.0 limited-term positions.

The net increase of 8.0 is summarized below:

Addition of the following 10.0 permanent full-time positions:

- 1.0 City Traffic Engineer
- 1.0 Facility Specialist
- 1.0 Parks Superintendent
- 4.0 Police Officers (Sworn)
- 2.0 Police Ranger CSO's (conversion from limited-term)
- 1.0 Smart City Innovator

Elimination of the following 2.0 permanent full-time positions:

- 1.0 Maintenance Aide
- 1.0 Park Maintenance Worker II

The net decrease of 3.0 limited-term positions is for the following positions:

- 2.0 Police Ranger CSO's (converted to permanent)
- 1.0 Senior Program Manager

The net increase in hourly staff totals 3.28 full-time equivalent (FTE) positions, as shown below:

Addition of 3.50 full-time equivalent positions:

- 1.00 FTE Finance
- 2.50 FTE Public Works

Elimination of 0.22 full-time equivalent positions:

- 0.22 FTE Parks and Recreation

These changes result in a city workforce of 693.25 permanent full and three-quarter time employees, 4.75 limited-term employees, and 182.37 hourly, full-time equivalent positions.

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. In FY 2017-18 operating increases in the amount of \$240,000 were provided for partial year funding for: Leo Carrillo Historic Ranch Phase III (stables and restroom), Pine Avenue Community Park

2018-19 OPERATING BUDGET OVERVIEW

Phase III (community center and gardens), Poinsettia Community Park Phase III (multi-sport arena, dog park, tot lot, and pickle ball courts), and Aviara Community Park Phase II (outdoor gathering area). Annual operating costs for these new facilities are estimated at \$640,000, so the additional annual funding of \$400,000 has been added to the FY 2018-19 Operating Budget.

Budget by Fund Type

The table below shows the changes in the proposed Operating Budget for FY 2018-19, as compared to the Adopted Budget for FY 2017-18.

BUDGET EXPENDITURE SUMMARY BY FUND TYPE (In Millions)				
FUND	BUDGET 2017-18	BUDGET 2018-19	\$ CHANGE	% CHANGE
GENERAL FUND	\$ 145.7	\$ 155.8	\$ 10.1	6.9%
SPECIAL REVENUE	12.0	12.9	0.9	7.1%
ENTERPRISE	75.7	79.1	3.4	4.5%
INTERNAL SERVICE	23.0	26.7	3.8	16.4%
REDEV. OBLIG. RETIREMENT	1.2	1.5	0.3	26.4%
TOTAL	\$ 257.6	\$ 276.1	\$ 18.5	7.2%

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

GENERAL FUND SUMMARY BY EXPENDITURE TYPE (In Millions)				
	BUDGET 2017-18	BUDGET 2018-19	\$ CHANGE	% CHANGE
PERSONNEL	\$ 90.4	\$ 92.9	\$ 2.5	2.7%
MAINTENANCE & OPERATIONS	42.7	49.5	6.8	15.9%
CAPITAL OUTLAY	0.1	0.2	0.1	67.3%
TRANSFERS	12.5	13.2	0.7	6.0%
TOTAL	\$ 145.7	\$ 155.8	\$ 10.1	6.9%

The total Operating Budget for the General Fund for FY 2018-19 is \$155.8 million, which is \$10.1 million, or 6.9 percent greater than the previous year’s Adopted Budget of \$145.7 million. The total increase is attributable to a \$2.5 million, or 2.7 percent increase in Personnel, and a \$6.8 million, or 15.8 percent increase in Maintenance & Operations costs, as can be seen in the table above. Transfers to other funds increased \$700,000, or 6.0 percent. These changes are discussed in more detail on the following pages.

2018-19 OPERATING BUDGET OVERVIEW

Personnel costs make up approximately 60 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 2018-19 is \$92.9 million, which is \$2.5 million, or 2.7 percent greater than the previous year's total personnel budget of \$90.4 million.

GENERAL FUND PERSONNEL COSTS				
(In Millions)				
	BUDGET 2017-18	BUDGET 2018-19	\$ CHANGE	% CHANGE
SALARIES	\$ 61.0	\$ 62.8	\$ 1.8	2.9%
RETIREMENT	17.7	18.2	0.4	2.3%
HEALTH INSURANCE	7.9	7.9	-	-0.4%
WORKERS COMP	2.5	2.7	0.3	10.1%
OTHER PERSONNEL	1.3	1.3	0.1	5.7%
TOTAL	\$ 90.4	\$ 92.9	\$ 2.5	2.7%

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 2018-19 by \$1.8 million, or 2.9 percent. The increase is mainly due to anticipated wage increases scheduled to occur in FY 2018-19, as well as the net addition of 8.0 full-time staff, a transfer of 5.0 full-time staff to the Information Technology Internal Service Fund, a decrease of 3.0 limited-term positions, and an increase of 3.28 part-time staff.

CalPERS administers the city's defined benefit pension plan, and costs have been increasing in past years as CalPERS addresses a structural shortfall in plan assets to cover liabilities. CalPERS deliberately raised participating agencies' contributions over a number of years to improve the plan's long-term funded status. The pension system continues to pursue strategies that will make the plan sustainable in the long-term, such as investing in less risky assets, even though this strategy will increase pension costs. There is some downward pressure on costs, as new employees receive lower pension benefits, but the net change in pension costs is upward. Miscellaneous (General) and Safety employee pension contributions will increase by 2.3 percent for FY 2018-19, but are projected to increase by 10 percent in both plans in the following fiscal year as CalPERS implements the risk mitigation strategy and lowers the assumed rate of return.

Health insurance costs are relatively flat when compared to FY 2017-18, and Workers' Compensation expense is projected to increase 10.1 percent due to increasing liability estimates and settlement payments. While health insurance costs have actually increased, the current year (FY 2017-18) estimated increase was high, relative to the actual increase, and therefore no increase is reflected for the upcoming fiscal year. Miscellaneous other personnel costs, Medicare, unemployment and disability, are projected to increase by \$72,000, or 5.7 percent in FY 2018-19.

Departments with part-time hourly employees were given a 3.1 percent increase, in addition to adjustments for minimum wage increases and where part-time ranges were moved based on a salary survey of comparative agencies.

Maintenance and Operations costs (or M&O) represent about 32 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 \$49.5 million, an increase of about \$6.8 million, or 15.9 percent, for FY 2018-19 as compared to FY 2017-18. Maintenance & Operations costs are discussed more fully by program later in the report.

2018-19 OPERATING BUDGET OVERVIEW

Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$227,000 are budgeted in the General Fund for FY 2018-19. The complete list listed of proposed capital purchases is shown on page K-1.

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:

- \$10,681,000 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 2017-18.
- \$247,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$775,000 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. Annual assessments can only be increased with a majority vote of the property owners.
- \$1,500,000 to the city's Workers' Compensation Fund to cover increased claims settlements and estimated liability.

Advances (and repayments of prior advances) are amounts anticipated to be transferred from the General Fund to other 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. It is anticipated that the Redevelopment Obligation Retirement Fund will repay \$937,014 against the outstanding loan between the city and the former Redevelopment Agency.

Another way of looking at the General Fund budget is by program. The chart below compares the total FY 2018-19 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 2018-19 Operating Budget, are noted on the pages following the chart.

GENERAL FUND EXPENDITURES BY DEPARTMENT (In Millions)				
DEPARTMENT	BUDGET 2017-18	BUDGET 2018-19	\$ CHANGE	% CHANGE
POLICY & LEADERSHIP GROUP	\$ 7.4	\$ 8.0	\$ 0.6	7.7%
ADM SVCS - FINANCE	4.3	5.8	1.5	33.8%
ADM SVCS - HUMAN RESOURCES	3.4	4.2	0.8	23.4%
COMM SVCS - COMMUNITY & ECONOMIC DEV	11.1	11.3	0.2	1.1%
COMM SVCS - LIBRARY & CULTURAL ARTS	12.6	13.0	0.4	3.0%
COMM SVCS - PARKS & RECREATION	16.0	18.2	2.2	13.4%
PUBLIC SAFETY - FIRE	21.8	23.3	1.5	7.0%
PUBLIC SAFETY - POLICE	35.4	36.9	1.5	4.3%
PW - ADMINISTRATION	2.1	1.8	(0.3)	-14.0%
PW - ENVIRONMENTAL MANAGEMENT	0.6	0.8	0.2	38.1%
PW - GENERAL SERVICES	8.4	8.8	0.4	5.0%
PW - TRANSPORTATION	6.4	7.5	1.1	16.5%
NON-DEPARTMENTAL	16.1	16.3	0.2	0.9%
TOTAL	\$ 145.7	\$ 155.8	\$ 10.1	6.9%

2018-19 OPERATING BUDGET OVERVIEW

- The **Policy and Leadership Group** consists of all elected officials, the City Manager's Office, City Clerk and City Treasurer, the City Attorney's Office and Community Outreach and Engagement. The increase of the FY 2018-19 adopted budget includes funding for a Smart City Innovator position and a Grant Writer (contracted), as well as funding for election costs, which are generally budgeted every other year.
- The Administrative Services' **Finance** division provides the services of accounting, financial reporting, capital and operating budgeting, payroll, billing and collections, citywide mail processing, purchasing and receiving, fiscal oversight, and long-term financial planning for the city. This budget has increased 33.8 percent, or \$1.5 million when compared to the FY 2017-18 budget. This increase is primarily due to an accounting change in capturing the utility billing costs incurred by the Finance department. In previous years, this cost was deducted from the Finance division expenditures and charged out directly to the utility enterprises. This past year the citywide Cost Allocation Plan was updated, and it was recommended that the utility billing charges become part of the costs allocated out to other departments via the interdepartmental charges, one of the primary outcomes of the Cost Allocation Plan. The charges represent a truing up of the cost of services provided by one fund to another. In this example, the Utility funds (Water, Sewer, and Solid Waste) will incur interdepartmental expenses, and the General Fund will receive the revenue, which represents a reimbursement of the expenses incurred for services provided to the Utilities.
- The Administrative Services' **Human Resources** division supports the city with staffing and recruitment, employee development, performance management, and compensation and labor relations services. The 23.4 percent increase (\$800,000) provides increased funding for tuition reimbursement and citywide training and development. These costs support efforts towards employee retention and engagement, in alignment with the city's "people first" philosophy.
- The **Community and Economic Development Department** includes Housing and Neighborhood Services, Economic Development, Planning, Building Inspection, and Land Development Engineering. The increase over FY 2017-18 is about \$122,000, or 1.1 percent. This increase reflects a reduction of 3 limited-term positions, offset by negotiated wage and benefit increases.
- 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 \$382,000, or 3.0 percent, from FY 2017-18.
- The **Parks and 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 2018-19 budget is \$2.2 million, or 13.4 percent, greater than the FY 2017-18 budget. This increase will pay for negotiated wage increases and the net of an addition of 1 Parks



2018-19 OPERATING BUDGET OVERVIEW

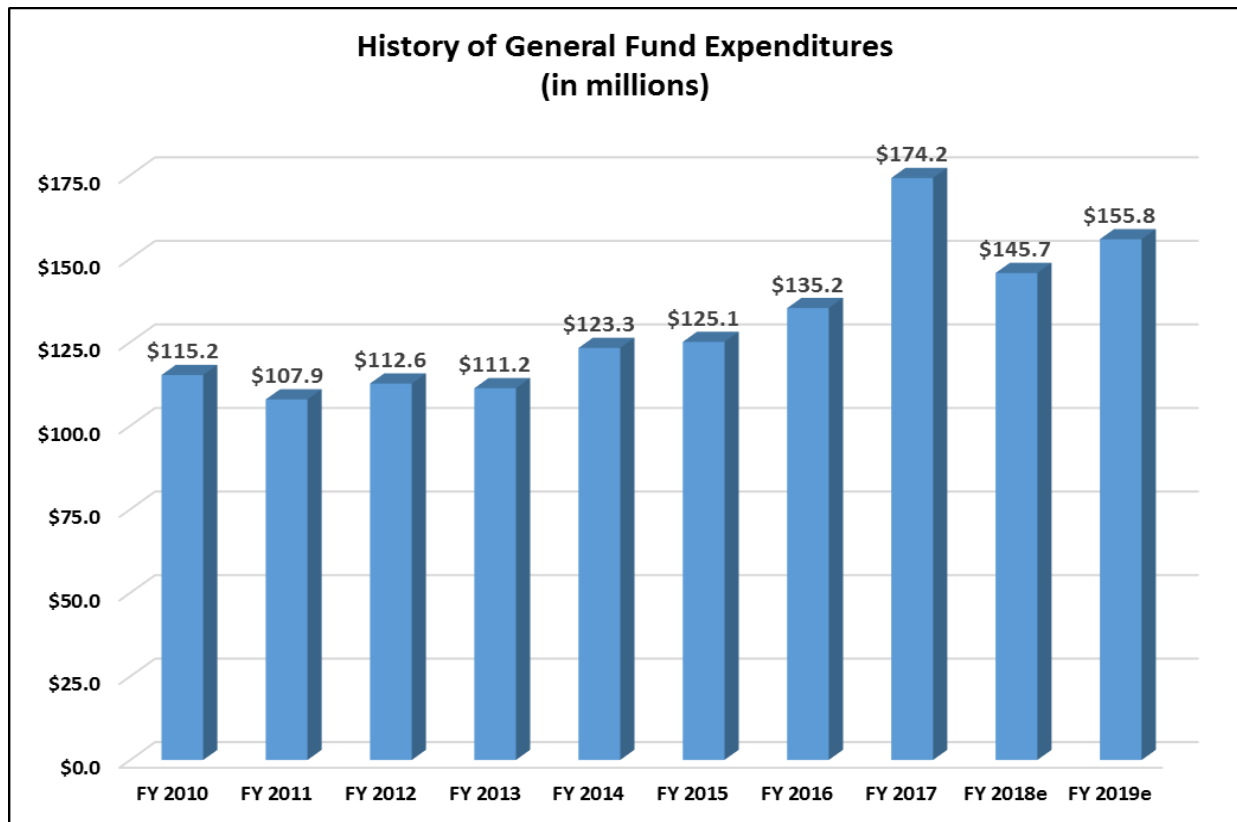
Superintendent, with the elimination of 2 maintenance positions. In addition, several new park facilities will be open to the public in the upcoming fiscal year, and \$400,000 in funding was added for operating costs. The largest increase (\$622,000) is for implementation of an Integrated Pest Management Plan, using health conscious and environmentally sensitive pest management strategies.

- 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 2018-19 Operating Budget reflects a \$1.5 million, or 7.0 percent increase. In addition to anticipated personnel cost increases, funding is included for fire engine equipment and for a one-time payment to North County Dispatch for paying down Carlsbad's share of the CalPERS unfunded actuarial liability of the dispatch agency.
- 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 \$1.5 million, or 4.3 percent, for FY 2018-19. Four Police Officer positions were added to the budget, as well as two police vehicles and funding for other operational costs associated with the added positions (such as uniforms, supplies, and training). In addition to the increase in positions, the budget reflects a consolidation of five Police Information Technology positions with the citywide Information Technology department, resulting in a reduction in costs.
- Public Works **Administration** division reflects a decrease of \$300,000, or 14 percent, primarily due to organizational changes resulting in positions being reallocated to other Public Works divisions. In addition to these changes, one-time funding of \$40,000 was added for a pilot apprenticeship program.
- The Public Works **Environmental Management** division manages the city's environmental programs, which include storm water, habitat and other environmental maintenance and monitoring programs as well as the implementation of the Climate Action Plan. The FY 2018-19 budget reflects an increase of \$200,000, or 38.1 percent, which includes \$135,000 for implementation of the Integrated Pest Management Plan, and a \$45,000 transfer from the Administration division to pay for watershed program municipal inspections.
- The Public Works **General Services** division oversees the city's fleet and manages the maintenance of all city-owned facilities, street and storm drain maintenance, and the Safety Training Center. The FY 2018-19 budget has increased 5 percent (\$400,000) over FY 2017-18. A Facility Specialist position was added to assist with increased workload at the Safety Training Center; funding for the custodial maintenance of new park facilities was included; and one part-time position was added to adequately resource custodial services at city facilities.
- The Public Works **Transportation** division manages traffic signal operations and planning, roadway capital projects, asset management (such as the pavement management program), construction management and inspections, and storm drain engineering. The FY 2018-19 budget reflects an increase of \$1.1 million, or 16.5 percent over FY 2017-18. One full-time Traffic Engineer position was added to this division, and organizational changes reallocated two positions from other divisions within Public Works to accommodate organizational changes made between the divisions. In addition, one-time funding for outside Construction Management and Inspection services was

2018-19 OPERATING BUDGET OVERVIEW

increased by \$400,000 to augment existing staff resources with inspection of anticipated residential and commercial development projects.

- **Non-departmental** expenses include the transfers previously discussed, the Council Contingency account, and administrative and other expenses not associated with any one department. While the overall budget remains relatively constant, some of the specific line items changed significantly. Legal costs reflect an increase of \$200,000 due to recent trends in litigation; funding for estimated personnel increases has been removed (\$800,000) from the Non-departmental budget and is now reflected in the individual department budgets; and, the annual transfer to the Infrastructure Replacement Fund (IRF) has increased \$700,000, due to increasing revenue estimates. The annual transfer to the IRF is budgeted at 6.5 percent of General Fund revenues.
- 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. For FY 2018-19, the Council Contingency is budgeted at \$1.5 million, with no change when compared to the prior year.



Note: The spike in FY 2016-17 reflects a one-time payment to pay off the golf course construction bonds (\$14.8 million), and a transfer to the General Capital Construction Fund for replacement of Fire Station No. 2 (\$10.5 million).

As reflected in the chart above, the city's General Fund expenditures were reduced with the budget in FY 2010-11, and expenditure increases were kept at bay through FY 2012-13. FY 2013-14 expenditures reflected a 10.8 percent increase due to labor costs and one-time expense for the Poinsettia Fires. The following year, FY 2014-15, expenditures remained relatively flat. The FY 2015-16 budget reflected an 8.1 percent increase in expenditures due primarily to increased personnel costs, and the FY 2016-17 expenditures included \$25.3 million in one-time costs (\$10.5 million for a transfer to the Capital Improvement Program for Fire Station No. 2

2018-19 OPERATING BUDGET OVERVIEW

replacement, and \$14.8 million to pay of the golf course construction bonds). The estimated expenditures for FY 2017-18 reflect a substantial decrease due to the one-time costs reflected in FY 2016-17. For FY 2018-19 expenditures are budgeted reflecting a 6.9 percent increase, primarily in M&O costs - including implementation of the Integrated Pest Management Plan, funding for new facilities, changes to Internal Service Fund charges, and increases in employee training and development. New positions and negotiated salary increases are also reflected in the overall 6.9 percent increase.

Changes in Other Funds

Special Revenue funds, at \$12.9 million, show a \$856,000, or 7.1 percent increase when compared to FY 2017-18. The most significant increase is in the Affordable Housing Assistance program, which anticipates a \$427,000 increase in housing assistance payments over the current year. In addition, the Local Cable Infrastructure Fund includes \$125,000 to pay for one-time capital costs for the council chambers voting equipment.

Enterprise funds total \$79.1 million, an increase of \$3.4 million, or 4.5 percent, over the FY 2017-18 Adopted Budget. The most significant increases are in Water Operations, at about \$1.9 million, and are attributed to increases in the cost of water purchased from the San Diego County Water Authority. The Operating Budget also includes funding for depreciation replacement transfers to pay for capital projects related to aging of the water infrastructure system.

Wastewater operations are projected to increase 8.6 percent, or \$1.1 million; payments to Encina for operations of the wastewater treatment facility have increased \$300,000, and the annual transfer from the Wastewater operating fund to the Wastewater Capital Replacement Fund has increased \$750,000, to pay for maintenance and replacement of the wastewater infrastructure, such as pipelines, lift stations, and the Encina Wastewater Treatment Plant.

Golf Course operations are expected to increase \$350,000, or 4.7 percent over FY 2017-18. The primary changes over FY 2017-18 contributing to the increase include a net of increases in personnel costs of \$316,000, decreases in course and ground expenses in the amount of \$192,000, and increases in capital costs for course improvements of \$212,000.

The **Internal Service** funds total \$26.7 million, with an overall increase of \$3.8 million, or 16.4 percent, over FY 2017-18. Significant changes are outlined below.

- The **Workers' Compensation** budget is anticipated to decrease \$420,000, or 9.6 percent, due to anticipated decreases in settlement expenses for the next fiscal year.
- The **General Liability/Risk Management** budget reflects an increase of approximately \$306,000, or 14.8 percent, due to increased legal costs associated with the rising number of cases that have trials pending.
- The **Self-Insured Benefits** budget reflects a decrease of about \$115,000 from the previous fiscal year, as costs for premiums and settlements have decreased over that last 2 years.
- The **Vehicle Replacement** budget shows an increase of \$1.8 million, or 79.5 percent. There are 46 planned vehicle replacements in the upcoming year (as compared to 30 in the current year), at a total cost of \$4.2 million. Replacement costs vary from year-to-year depending on the number of vehicles scheduled for replacement, and the type. For example, in the upcoming year a Fire Ladder Truck is planned for replacement at a cost of \$1.5 million. In addition, the overall cost of vehicles has risen, and there are instances where vehicles are replaced with more costly models, for example, it is now customary to replace police sedans with sport utility vehicles, at a higher cost.

2018-19 OPERATING BUDGET OVERVIEW

- The **Vehicle Maintenance** costs are expected to decrease \$440,000, or 13.7 percent. The Vehicle Maintenance budget is established based on historical trends. Newer vehicles, and energy efficient vehicles generally cost less to maintain.
- The **Information Technology** budget includes both operating and replacement expenditures. The proposed budget reflects an increase of \$2.6 million, or 26 percent. The increase includes the transfer of the Police Information Technology division, now under the umbrella of the citywide Information Technology department, with an increase to this fund of \$1.7 million. In addition to this increase, replacement of IT assets increased for FY 2018-19 by \$200,000.
- The budget for the **Redevelopment Obligation Retirement Funds (RORF)** has increased about \$300,000. The Recognized Obligation Payments Schedule (ROPS) identifies financial commitments of the former Redevelopment Agency, including up to \$250,000 in allowable administrative costs, to be paid from semi-annual tax increment revenue received by the Successor Agency. Every year a new ROPS must be prepared by the Successor Agency and approved by the Agency's Oversight Board and the State of California in order to receive additional tax increment. Tax increment will be received by the Successor Agency until the outstanding bond issue and loan balance that was previously advanced by the city to the former Redevelopment Agency is paid in full.

SUMMARY

The Operating Budget for FY 2018-19 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 2018-19 proposed spending plan. The Carlsbad economy is well diversified and continues to provide stability to the city's revenue base, bolstered by strong assessed property values, retail sales, and tourism. Most of the city's major revenue sources are improving with the exception of development revenues, due to anticipated decreases in development activity following the spike in activity that has occurred in the last few years.

Carlsbad continues to benefit from a strong and diverse economic base, and has maintained financial policies that continue to protect the city from the vagaries of the business cycle, increasing costs, and unfunded mandates. The city continues to evaluate opportunities to strengthen financial policies, identify opportunities to improve business practices and provide the greatest service level possible with finite resources, and continues to provide an environment that fosters excellence.

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 this community to thrive now and for many years in the future.

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

FUND	BEGINNING FUND BALANCE JULY 1, 2017	PROJECTED REVENUES	PROJECTED EXPENDITURES	ADVANCES & FUND TRANSFERS	PROJECTED ENDING FUND BALANCE JUNE 30, 2018
GENERAL FUND	\$68,150,179 *	\$157,539,000	\$139,466,068	(8,159,427)	\$78,063,684 *
SPECIAL REVENUE					
AFFORDABLE HOUSING	14,999,414	1,602,000	350,000		16,251,414
AGRICULTURAL MITIGATION FEE	1,146,861	15,000	300,000		861,861
BUENA VISTA CHANNEL MAINTENANCE	1,328,645	104,000	163,900		1,268,745
CITIZEN'S OPTION FOR PUBLIC SAFETY	305,257	190,000	230,000		265,257
COMMUNITY ACTIVITY GRANTS	1,040,583	14,000	10,000		1,044,583
COMMUNITY DEVELOPMENT BLOCK GRANT	5,498	210,100	175,000		40,598
CULTURAL ARTS DONATIONS	237,225	47,000	56,000		228,225
FLOWER FIELDS FOUNDATION	943,657	11,000	0		954,657
HABITAT MITIGATION FEE	0	50,000	0		50,000
LIBRARY AND ARTS ENDOWMENT FUND	257,836	3,000	6,000		254,836
LIBRARY GIFTS/BEQUESTS	411,937	243,000	90,000		564,937
LIGHTING AND LANDSCAPING DISTRICT NO. 2	2,990,904	663,600	307,500		3,347,004
LOCAL CABLE INFRASTRUCTURE FUND	614,642	333,000	170,000		777,642
MEDIAN MAINTENANCE	304,297	1,025,000	942,000		387,297
PARKING IN LIEU	775,989	143,000	44,000		874,989
POLICE ASSET FORFEITURE	241,779	11,000	20,000		232,779
POLICE GRANTS	0	594,609	42,000		552,609
RECREATION DONATIONS	290,372	79,500	122,000		247,872
RENTAL ASSISTANCE - SECTION 8	427,184	6,760,500	7,100,000		87,684
SENIOR DONATIONS	316,849	28,000	88,000		256,849
STREET LIGHTING	1,845,006	950,000	655,000		2,140,006
STREET TREE MAINTENANCE	58,023	570,700	711,000	100,000	17,723
TOTAL SPECIAL REVENUE	28,541,958	13,648,009	11,582,400	100,000	30,707,567
ENTERPRISE					
WATER OPERATIONS	22,272,154	46,960,600	41,910,000	(670,450)	26,652,304
RECYCLED WATER OPERATIONS	8,444,414	9,849,500	8,144,000	(247,811)	9,902,103
WASTEWATER OPERATIONS	8,309,443	14,075,250	12,278,000	(440,550)	9,666,143
SOLID WASTE MANAGEMENT	13,770,369	3,884,339	3,150,000		14,504,708
GOLF COURSE	1,682,802	7,636,806	7,483,711		1,835,897
TOTAL ENTERPRISE	54,479,182	82,406,495	72,965,711	(1,358,811)	62,561,155
INTERNAL SERVICE					
WORKERS' COMPENSATION	2,330,606	4,398,260	4,489,000		2,239,866
RISK MANAGEMENT	1,533,869	2,056,540	1,593,000		1,997,409
SELF-INSURED BENEFITS	1,792,781	825,000	761,000		1,856,781
VEHICLE MAINTENANCE	537,131	2,599,986	2,440,000		697,117
VEHICLE REPLACEMENT	17,678,699	2,298,809	3,114,000	347,000	17,210,508
INFORMATION TECHNOLOGY	7,282,721	8,785,432	11,417,000		4,651,153
TOTAL INTERNAL SERVICE	31,155,807	20,964,027	23,814,000	347,000	28,652,834
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND	1,194,181	3,596,000	1,660,000	(1,937,593)	1,192,588
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	1,194,181	3,596,000	1,660,000	(1,937,593)	1,192,588
TOTAL OPERATING FUNDS	\$183,521,307	\$278,153,531	\$249,488,179	(\$11,008,831)	\$201,177,828

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

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

FUND	PROJECTED BEGINNING FUND BALANCE JULY 1, 2018	ESTIMATED REVENUES	ADOPTED BUDGET	ADVANCES & FUND TRANSFERS	PROJECTED ENDING FUND BALANCE JUNE 30, 2019
GENERAL FUND	\$78,063,684 *	\$164,399,892	\$155,839,996	\$937,014	\$87,560,594 *
SPECIAL REVENUE					
AFFORDABLE HOUSING	16,251,414	654,000	510,989		16,394,425
AGRICULTURAL MITIGATION FEE	861,861	15,000	0		876,861
BUENA VISTA CHANNEL MAINTENANCE	1,268,745	114,000	194,882		1,187,863
CITIZEN'S OPTION FOR PUBLIC SAFETY	265,257	190,000	256,732		198,525
COMMUNITY ACTIVITY GRANTS	1,044,583	16,000	10,000		1,050,583
COMMUNITY DEVELOPMENT BLOCK GRANT	40,598	513,000	516,899		36,699
CULTURAL ARTS DONATIONS	228,225	42,000	54,150		216,075
FLOWER FIELDS FOUNDATION	954,657	11,000	0		965,657
HABITAT MITIGATION FEE	50,000	50,000	0		100,000
LIBRARY AND ARTS ENDOWMENT FUND	254,836	3,000	4,000		253,836
LIBRARY GIFTS/BEQUESTS	564,937	243,500	249,765		558,672
LIGHTING AND LANDSCAPING DISTRICT NO. 2	3,347,004	672,500	340,114		3,679,390
LOCAL CABLE INFRASTRUCTURE FUND	777,642	333,000	364,780		745,862
MEDIAN MAINTENANCE	387,297	862,000	1,191,179		58,118
PARKING IN LIEU	874,989	108,000	45,000		937,989
POLICE ASSET FORFEITURE	232,779	11,000	88,600		155,179
POLICE GRANTS	552,609	0	0		552,609
RECREATION DONATIONS	247,872	73,000	133,600		187,272
RENTAL ASSISTANCE - SECTION 8	87,684	6,618,500	7,113,824		(407,640)
SENIOR DONATIONS	256,849	28,000	71,200		213,649
STREET LIGHTING	2,140,006	951,377	1,015,659		2,075,724
STREET TREE MAINTENANCE	17,723	745,000	711,671		51,052
TOTAL SPECIAL REVENUE	30,707,567	12,253,877	12,873,044		30,088,400
ENTERPRISE					
WATER OPERATIONS	26,652,304	47,173,800	44,221,643		29,604,461
RECYCLED WATER OPERATIONS	9,902,103	10,068,000	9,076,679		10,893,424
WASTEWATER OPERATIONS	9,666,143	14,435,500	13,840,192		10,261,451
SOLID WASTE MANAGEMENT	14,504,708	3,872,101	4,150,540		14,226,269
GOLF COURSE	1,835,897	7,934,888	7,840,063		1,930,722
TOTAL ENTERPRISE	62,561,155	83,484,289	79,129,117		66,916,327
INTERNAL SERVICE					
WORKERS' COMPENSATION	2,239,866	4,636,370	3,990,371		2,885,865
RISK MANAGEMENT	1,997,409	2,141,150	2,374,996		1,763,563
SELF-INSURED BENEFITS	1,856,781	820,000	925,000		1,751,781
VEHICLE MAINTENANCE	697,117	2,613,802	2,761,138		549,781
VEHICLE REPLACEMENT	17,210,508	2,521,471	4,181,662		15,550,317
INFORMATION TECHNOLOGY	4,651,153	11,205,832	12,514,983		3,342,002
TOTAL INTERNAL SERVICE	28,652,834	23,938,625	26,748,150		25,843,309
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND	1,192,588	3,706,000	1,524,557	(937,014)	2,437,017
TOTAL REDEVELOPMENT OBLIGATION RETIREMENT FUND	1,192,588	3,706,000	1,524,557	(937,014)	2,437,017
TOTAL OPERATING FUNDS	\$201,177,828	\$287,782,683	\$276,114,864	\$0	\$212,845,647

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

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2016-17	PROJECTED REVENUE 2017-18	ESTIMATED REVENUE 2018-19	CHANGE AS % OF FY 17-18 PROJECTED	DIFFERENCE 2017-18 TO 2018-19
GENERAL FUND					
TAXES					
PROPERTY TAX	\$61,928,996	\$64,311,000	67,761,000.00	5.4%	\$3,450,000
SALES TAX	34,543,213	36,472,000	37,728,000	3.4%	1,256,000
TRANSIENT OCCUPANCY TAX	22,266,978	22,955,000	25,447,000	10.9%	2,492,000
FRANCHISE TAX	5,475,264	5,401,000	5,349,000	-1.0%	(52,000)
BUSINESS LICENSE TAX	4,327,838	5,097,000	5,224,000	2.5%	127,000
TRANSFER TAX	1,393,460	1,134,000	1,157,000	2.0%	23,000
TOTAL TAXES	129,935,749	135,370,000	142,666,000	5.4%	7,296,000
INTERGOVERNMENTAL					
HOMEOWNERS EXEMPTION	348,206	348,000	348,000	0.0%	0
OTHER INTERGOVERNMENTAL	798,983	619,000	531,635	-14.1%	(87,365)
TOTAL INTERGOVERNMENTAL	1,147,189	967,000	879,635	-9.0%	(87,365)
LICENSES AND PERMITS					
BUILDING PERMITS	1,755,690	2,072,000	1,080,000	-47.9%	(992,000)
OTHER LICENSES & PERMITS	1,278,315	1,072,000	784,000	-26.9%	(288,000)
TOTAL LICENSES & PERMITS	3,034,005	3,144,000	1,864,000	-40.7%	(1,280,000)
CHARGES FOR SERVICES					
PLANNING FEES	838,399	703,000	556,000	-20.9%	(147,000)
BUILDING DEPT. FEES	1,342,253	1,126,000	787,000	-30.1%	(339,000)
ENGINEERING FEES	1,307,219	1,096,000	822,000	-25.0%	(274,000)
AMBULANCE FEES	2,406,545	2,327,000	2,430,000	4.4%	103,000
RECREATION FEES	3,121,569	3,000,000	3,175,000	5.8%	175,000
OTHER CHARGES OR FEES	1,251,170	857,000	560,000	-34.7%	(297,000)
TOTAL CHARGES FOR SERVICES	10,267,155	9,109,000	8,330,000	-8.6%	(779,000)
FINES AND FORFEITURES					
	696,783	600,000	706,000	17.7%	106,000
INCOME FROM INVESTMENTS AND PROPERTY*					
	2,591,354	4,133,000	4,307,000	4.2%	174,000
INTERDEPARTMENTAL CHARGES					
	3,344,624	3,149,000	4,697,257	49.2%	1,548,257
OTHER REVENUE SOURCES					
	1,115,412	1,067,000	950,000	-11.0%	(117,000)
TOTAL GENERAL FUND	\$152,132,271	\$157,539,000	\$164,399,892	4.4%	\$6,860,892

* INTEREST IS CALCULATED ON AN AMORTIZED COST BASIS

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2016-17	PROJECTED REVENUE 2017-18	ESTIMATED REVENUE 2018-19	CHANGE AS % OF FY 17-18 PROJECTED	DIFFERENCE 2017-18 TO 2018-19
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING					
AFFORDABLE HOUSING FEES	\$127,165	\$930,000	\$50,000	-94.6%	(\$880,000)
PROPERTY TAX	238,665	240,000	240,000	0.0%	0
INTEREST	212,681	390,000	324,000	-16.9%	(66,000)
OTHER	234,693	42,000	40,000	-4.8%	(2,000)
TOTAL AFFORDABLE HOUSING	813,204	1,602,000	654,000	-59.2%	(948,000)
AGRICULTURAL MITIGATION FEE					
AGRICULTURAL MITIGATION FEES	50,500	0	0	0.0%	0
INTEREST	3,400	15,000	15,000	0.0%	0
TOTAL AGRICULTURAL MITIGATION FEE	53,900	15,000	15,000	0.0%	0
BUENA VISTA CHANNEL MAINTENANCE					
BUENA VISTA FEES	73,695	85,000	100,000	17.7%	15,000
INTEREST	3,374	19,000	14,000	-26.3%	(5,000)
TOTAL BUENA VISTA CHANNEL MAINTENANCE	77,069	104,000	114,000	9.6%	10,000
CITIZEN'S OPTION FOR PUBLIC SAFETY					
STATE FUNDING (AB3229)	226,518	186,000	186,000	0.0%	0
INTEREST	1,092	4,000	4,000	0.0%	0
TOTAL CITIZENS OPTION FOR PUBLIC SAFETY	227,610	190,000	190,000	0.0%	0
COMMUNITY ACTIVITY GRANTS					
INTEREST	2,723	14,000	16,000	14.3%	2,000
TOTAL COMMUNITY ACTIVITY GRANTS	2,723	14,000	16,000	14.3%	2,000
COMMUNITY DEVELOPMENT BLOCK GRANT					
FEDERAL GRANT	870,446	195,000	513,000	163.1%	318,000
INTEREST	(37)	15,100	0	-100.0%	(15,100)
OTHER	188,060	0	0	0.0%	0
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	1,058,469	210,100	513,000	144.2%	302,900
CULTURAL ARTS DONATIONS					
DONATIONS	11,354	41,000	36,000	-12.2%	(5,000)
INTEREST	634	3,000	3,000	0.0%	0
OTHER	1,759	3,000	3,000	0.0%	0
TOTAL CULTURAL ARTS DONATIONS	13,747	47,000	42,000	-10.6%	(5,000)
FLOWER FIELDS FOUNDATION					
INTEREST	2,374	11,000	11,000	0.0%	0
TOTAL FLOWER FIELDS FOUNDATION	2,374	11,000	11,000	0.0%	0
HABITAT MITIGATION FEE					
MITIGATION FEES	140,230	50,000	50,000	0.0%	0
INTEREST	(1,449)	0	0	0.0%	0
TOTAL HABITAT MITIGATION FEE	138,781	50,000	50,000	0.0%	0
LIBRARY AND ARTS ENDOWMENT FUND					
INTEREST	690	3,000	3,000	0.0%	0
TOTAL LIBRARY AND ARTS ENDOWMENT FUND	690	3,000	3,000	0.0%	0
LIBRARY GIFTS/BEQUESTS					
GIFTS/BEQUESTS	254,206	238,500	239,000	0.2%	500
INTEREST	275	4,500	4,500	0.0%	0
OTHER	0	0	0	0.0%	0
TOTAL LIBRARY GIFTS/BEQUESTS	254,481	243,000	243,500	0.2%	500
LIGHTING AND LANDSCAPING DISTRICT NO. #2					
LLD #2 FEES	569,421	622,000	629,000	1.1%	7,000
INTEREST	7,022	41,600	43,500	4.6%	1,900
OTHER	0	0	0	0.0%	0
TOTAL LIGHTING AND LANDSCAPING DIST. NO. #2	576,443	663,600	672,500	1.3%	8,900
LOCAL CABLE INFRASTRUCTURE FUND					
CABLE FEES	341,095	325,000	325,000	0.0%	0
INTEREST	(720)	8,000	8,000	0.0%	0
TOTAL LOCAL CABLE INFRASTRUCTURE FUND	340,375	333,000	333,000	0.0%	0
MEDIAN MAINTENANCE					
MEDIAN MAINTENANCE FEES	358,130	360,000	362,000	0.6%	2,000
OTHER	380,282	665,000	500,000	-24.8%	(165,000)
TOTAL MEDIAN MAINTENANCE	738,412	1,025,000	862,000	-15.9%	(163,000)
PARKING IN LIEU					
IN LIEU FEES	238,440	135,000	100,000	-25.9%	(35,000)
INTEREST	2,985	8,000	8,000	0.0%	0
TOTAL PARKING IN LIEU	241,425	143,000	108,000	-24.5%	(35,000)

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2016-17	PROJECTED REVENUE 2017-18	ESTIMATED REVENUE 2018-19	CHANGE AS % OF FY 17-18 PROJECTED	DIFFERENCE 2017-18 TO 2018-19
SPECIAL REVENUE FUNDS - CONTINUED					
POLICE ASSET FORFEITURE					
ASSET FORFEITURES	43,129	8,000	8,000	0.0%	0
INTEREST	974	3,000	3,000	0.0%	0
TOTAL POLICE ASSET FORFEITURE	<u>44,103</u>	<u>11,000</u>	<u>11,000</u>	<u>0.0%</u>	<u>0</u>
POLICE GRANTS					
FEDERAL GRANT	122,136	594,609	0	-100.0%	(594,609)
TOTAL POLICE GRANTS	<u>122,136</u>	<u>594,609</u>	<u>0</u>	<u>-100.0%</u>	<u>(594,609)</u>
RECREATION DONATIONS					
DONATIONS & GRANTS	71,257	77,500	71,000	-8.4%	(6,500)
INTEREST	1,003	2,000	2,000	0.0%	0
TOTAL RECREATION DONATIONS	<u>72,260</u>	<u>79,500</u>	<u>73,000</u>	<u>-8.2%</u>	<u>(6,500)</u>
RENTAL ASSISTANCE					
FEDERAL GRANT	6,659,920	6,700,000	6,580,000	-1.8%	(120,000)
OTHER	49,578	60,500	38,500	-36.4%	(22,000)
TOTAL RENTAL ASSISTANCE	<u>6,709,498</u>	<u>6,760,500</u>	<u>6,618,500</u>	<u>-2.1%</u>	<u>(142,000)</u>
SENIOR DONATIONS					
DONATIONS	12,634	11,000	11,000	0.0%	0
INTEREST	873	4,000	4,000	0.0%	0
OTHER	13,311	13,000	13,000	0.0%	0
TOTAL SENIOR DONATIONS	<u>26,818</u>	<u>28,000</u>	<u>28,000</u>	<u>0.0%</u>	<u>0</u>
STREET LIGHTING					
STREET LIGHTING FEES	738,635	740,000	742,000	0.3%	2,000
OTHER	187,632	180,000	186,377	3.5%	6,377
INTEREST	4,807	30,000	23,000	-23.3%	(7,000)
TOTAL STREET LIGHTING	<u>931,074</u>	<u>950,000</u>	<u>951,377</u>	<u>0.1%</u>	<u>1,377</u>
STREET TREE MAINTENANCE					
TREE MAINTENANCE FEES	466,679	468,000	470,000	0.4%	2,000
OTHER	128,691	102,700	275,000	167.8%	172,300
TOTAL STREET TREE MAINTENANCE	<u>595,370</u>	<u>570,700</u>	<u>745,000</u>	<u>30.5%</u>	<u>174,300</u>
TOTAL SPECIAL REVENUE FUNDS	\$13,040,962	\$13,648,009	\$12,253,877	-10.2%	(\$1,394,132)

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2016-17	PROJECTED REVENUE 2017-18	ESTIMATED REVENUE 2018-19	CHANGE AS % OF FY 17-18 PROJECTED	DIFFERENCE 2017-18 TO 2018-19
ENTERPRISE FUNDS					
WATER OPERATIONS					
WATER SALES	\$25,364,570	\$30,000,000	\$30,000,000	0.0%	\$0
READY TO SERVE CHARGES	11,771,095	11,700,000	11,700,000	0.0%	0
PROPERTY TAXES	3,543,368	3,726,900	3,919,500	5.2%	192,600
NEW ACCOUNT CHARGES	147,940	127,000	134,000	5.5%	7,000
BACK-FLOW PROGRAM FEES	161,793	137,500	149,000	8.4%	11,500
PENALTY FEES	257,198	301,000	263,200	-12.6%	(37,800)
INTEREST	58,884	332,000	286,600	-13.7%	(45,400)
ENGINEERING OVERHEAD	170,606	104,000	132,000	26.9%	28,000
SERVICE CONNECTION FEES	125,176	135,200	114,300	-15.5%	(20,900)
AGRICULTURAL CREDITS	0	0	0	0.0%	0
OTHER	1,019,234	397,000	475,200	19.7%	78,200
TOTAL WATER OPERATIONS	42,619,864	46,960,600	47,173,800	0.5%	213,200
RECYCLED WATER OPERATIONS					
WATER SALES	5,980,522	7,200,000	7,500,000	4.2%	300,000
READY-TO-SERVE CHARGE	1,082,516	1,080,000	1,100,000	1.9%	20,000
RECYCLED WATER CREDITS	1,110,690	1,200,000	1,143,000	-4.8%	(57,000)
INTEREST	(33,267)	0	21,000	0.0%	21,000
OTHER	233,737	369,500	304,000	-17.7%	(65,500)
TOTAL RECYCLED WATER OPERATIONS	8,374,198	9,849,500	10,068,000	2.2%	218,500
WASTEWATER OPERATIONS					
SERVICE CHARGES	13,347,476	13,700,000	14,000,000	2.2%	300,000
MISC SEWER	32,024	24,200	31,500	30.2%	7,300
ENGINEERING OVERHEAD	132,278	80,000	124,500	55.6%	44,500
PENALTY FEES	87,300	81,050	86,500	6.7%	5,450
INTEREST	22,420	130,000	110,000	-15.4%	(20,000)
OTHER	87,803	60,000	83,000	38.3%	23,000
TOTAL WASTEWATER OPERATIONS	13,709,301	14,075,250	14,435,500	2.6%	360,250
SOLID WASTE MANAGEMENT					
INTEREST	38,417	150,000	150,000	0.0%	0
RECYCLING FEES (AB939)	349,314	368,000	370,000	0.5%	2,000
PENALTY FEES	55,309	55,000	55,000	0.0%	0
TRASH SURCHARGE	2,897,990	2,947,000	2,950,000	0.1%	3,000
OTHER	425,696	364,339	347,101	-4.7%	(17,238)
TOTAL SOLID WASTE MANAGEMENT	3,766,726	3,884,339	3,872,101	-0.3%	(12,238)
GOLF COURSE OPERATIONS					
INTEREST	49,316	386	600	55.4%	214
CHARGES FOR SERVICES	7,119,069	7,636,420	7,934,288	3.9%	297,868
OTHER	362,219	0	0	0.0%	0
TOTAL GOLF COURSE OPERATIONS	7,530,604	7,636,806	7,934,888	3.9%	298,082
TOTAL ENTERPRISE FUNDS	\$76,000,693	\$82,406,495	\$83,484,289	1.3%	\$1,077,794

**CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES**

REVENUE SOURCE	ACTUAL REVENUE 2016-17	PROJECTED REVENUE 2017-18	ESTIMATED REVENUE 2018-19	CHANGE AS % OF FY 17-18 PROJECTED	DIFFERENCE 2017-18 TO 2018-19
INTERNAL SERVICE FUNDS					
WORKERS' COMPENSATION					
INTERDEPARTMENTAL	\$2,375,780	\$2,731,260	\$3,004,370	10.0%	\$273,110
INTEREST	32,844	155,000	132,000	-14.8%	(23,000)
OTHER	1,320,989	1,512,000	1,500,000	-0.8%	(12,000)
TOTAL WORKERS' COMPENSATION	3,729,613	4,398,260	4,636,370	5.4%	238,110
RISK MANAGEMENT					
INTERDEPARTMENTAL	1,951,580	1,991,540	2,091,150	5.0%	99,610
INTEREST	9,370	55,000	50,000	-9.1%	(5,000)
OTHER	18,933	10,000	0	-100.0%	(10,000)
TOTAL RISK MANAGEMENT	1,979,883	2,056,540	2,141,150	4.1%	84,610
SELF-INSURED BENEFITS					
INTERDEPARTMENTAL	809,381	680,000	680,000	0.0%	0
OTHER	132,882	145,000	140,000	-3.5%	(5,000)
TOTAL SELF-INSURED BENEFITS	942,263	825,000	820,000	-0.6%	(5,000)
VEHICLE MAINTENANCE					
INTERDEPARTMENTAL	2,603,630	2,572,286	2,596,802	1.0%	24,516
INTEREST	1,727	9,700	7,000	-27.8%	(2,700)
OTHER	34,809	18,000	10,000	-44.4%	(8,000)
TOTAL VEHICLE MAINTENANCE	2,640,166	2,599,986	2,613,802	0.5%	13,816
VEHICLE REPLACEMENT					
INTERDEPARTMENTAL	2,368,596	2,047,109	2,272,471	11.0%	225,362
INTEREST	42,394	249,000	180,000	-27.7%	(69,000)
OTHER	289,049	2,700	69,000	2455.6%	66,300
TOTAL VEHICLE REPLACEMENT	2,700,039	2,298,809	2,521,471	9.7%	222,662
INFORMATION TECHNOLOGY					
INTERDEPARTMENTAL	9,149,068	8,692,432	11,125,832	28.0%	2,433,400
INTEREST	14,815	93,000	80,000	-14.0%	(13,000)
OTHER	48,350	0	0	0.0%	0
TOTAL INFORMATION TECHNOLOGY	9,212,233	8,785,432	11,205,832	27.6%	2,420,400
TOTAL INTERNAL SERVICE FUNDS	\$21,204,197	\$20,964,027	\$23,938,625	14.2%	\$2,974,598
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS					
VILLAGE RDA OBLIGATION RETIREMENT FUND					
TAX INCREMENT	2,454,954	3,590,000	3,700,000	3.1%	110,000
INTEREST	7,766	6,000	6,000	0.0%	0
TOTAL VILLAGE OPERATIONS / DEBT SERVICE	2,462,720	3,596,000	3,706,000	3.1%	110,000
TOTAL REDEVELOPMENT FUNDS	\$2,462,720	\$3,596,000	\$3,706,000	3.1%	\$110,000
TOTAL OPERATING FUNDS	\$264,840,843	\$278,153,531	\$287,782,683	3.5%	\$9,629,152

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

DEPARTMENT	2015-16 ACTUAL*	2016-17 ACTUALS	2017-18		2018-19 BUDGET	%INCR/(DECR) 17-18 BUD TO 18-19 BUD
			ESTIMATED EXPENDITURES	2017-18 BUDGET		
GENERAL FUND						
POLICY AND LEADERSHIP GROUP						
CITY COUNCIL	\$444,127	\$416,688	\$399,000	\$478,863	484,436	1.2%
CITY ATTORNEY	1,467,833	1,541,716	1,650,000	1,685,647	1,799,072	6.7%
CITY CLERK & RECORDS MANAGEMENT	799,184	941,016	835,000	999,583	1,155,991	15.6%
CITY MANAGER	1,936,727	1,963,818	2,260,000	2,542,817	2,884,933	13.5%
CITY TREASURER	207,638	203,614	250,000	207,461	226,804	9.3%
COMMUNITY OUTREACH AND ENGAGEMENT	1,326,449	1,491,473	1,475,000	1,511,987	1,448,034	-4.2%
TOTAL POLICY AND LEADERSHIP GROUP	6,181,958	6,558,325	6,869,000	7,426,358	7,999,270	7.7%
ADMINISTRATIVE SERVICES						
FINANCE	4,189,451	4,215,040	4,473,000	4,345,778	5,815,571	33.8%
HUMAN RESOURCES	2,959,875	2,956,469	3,000,000	3,419,294	4,220,912	23.4%
TOTAL ADMINISTRATIVE SERVICES	7,149,326	7,171,509	7,473,000	7,765,072	10,036,483	29.3%
COMMUNITY SERVICES						
COMMUNITY AND ECONOMIC DEVELOPMENT	9,555,376	9,538,140	9,000,000	9,861,256	9,806,140	-0.6%
HOUSING AND NEIGHBORHOOD SERVICES	769,624	1,021,746	1,157,000	1,282,231	1,458,903	13.8%
LIBRARY AND CULTURAL ARTS	12,095,073	12,525,663	12,100,000	12,616,162	12,998,338	3.0%
PARKS AND RECREATION	14,558,962	15,192,708	16,220,000	16,014,041	18,160,929	13.4%
TOTAL COMMUNITY SERVICES	36,979,035	38,278,257	38,477,000	39,773,690	42,424,310	6.7%
PUBLIC SAFETY						
FIRE	20,727,076	23,247,660	22,300,000	21,755,772	23,285,123	7.0%
POLICE	30,910,877	33,729,287	34,700,000	35,403,683	36,938,455	4.3%
TOTAL PUBLIC SAFETY	51,637,953	56,976,947	57,000,000	57,159,455	60,223,578	5.4%
PUBLIC WORKS						
PUBLIC WORKS ADMINISTRATION	1,693,614	1,837,702	1,560,000	2,119,896	1,822,723	-14.0%
ENVIRONMENTAL MANAGEMENT	382,314	459,659	485,000	562,485	776,876	38.1%
GENERAL SERVICES	7,882,987	7,779,659	7,436,000	8,353,243	8,766,722	4.9%
TRANSPORTATION	5,780,410	5,941,560	5,950,000	6,432,600	7,493,933	16.5%
TOTAL PUBLIC WORKS	15,739,325	16,018,580	15,431,000	17,468,224	18,860,254	8.0%
MISCELLANEOUS NON-DEPARTMENTAL EXPENDITURES						
COMMUNITY CONTRIBUTIONS	27,795	23,365	10,000	0	0	-
DUES & SUBSCRIPTIONS	50,493	50,012	55,000	55,000	55,000	0.0%
LEGAL SERVICES	145,755	305,473	500,000	300,000	500,000	66.7%
PROFESSIONAL SERVICES	1,018,150	113,864	60,000	88,000	38,000	-56.8%
OTHER MISCELLANEOUS EXPENDITURES	1,396,086	1,636,457	300,000	0	0	-
PERSONNEL RELATED	160,691	150,735	132,318	1,030,000	220,000	-78.6%
PROPERTY TAX & OTHER ADMINISTRATION	617,125	638,325	703,750	720,000	780,000	8.3%
TOTAL EXPENDITURES	3,416,095	2,918,231	1,761,068	2,193,000	1,593,000	-27.4%

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

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

DEPARTMENT	2015-16 ACTUAL*	2016-17 ACTUALS	2017-18		2018-19 BUDGET	%INCR/(DECR) 17-18 BUD TO 18-19 BUD
			ESTIMATED EXPENDITURES	2017-18 BUDGET		
GENERAL FUND - CONTINUED						
TRANSFERS						
INFRASTRUCTURE REPLACEMENT FUND	8,952,000	9,460,000	9,970,000	9,970,000	10,681,000	7.1%
TRANSFERS TO GOLF COURSE	1,049,795	0	0	0	0	-
TRANSFER TO LLD#1 (MEDIANS & TREES)	860,000	500,000	750,000	750,000	775,000	3.3%
TRANSFER TO STORM WATER PROGRAM	190,402	255,862	235,000	235,000	247,101	5.1%
OTHER MISCELLANEOUS TRANSFERS	1,500,000	1,697,000	1,500,000	1,500,000	1,500,000	0.0%
TOTAL TRANSFERS	12,552,197	11,912,862	12,455,000	12,455,000	13,203,101	6.0%
TOTAL MISCELLANEOUS NON-DEPARTMENTAL	15,968,292	14,831,093	14,216,068	14,648,000	14,796,101	1.0%
SUBTOTAL GENERAL FUND	133,655,889	139,834,711	139,466,068	144,240,799	154,339,996	7.0%
CONTINGENCIES	0	0	0	1,500,000	1,500,000	0.0%
TOTAL GENERAL FUND	\$133,655,889	\$139,834,711	\$139,466,068	\$145,740,799	\$155,839,996	6.9%
SPECIAL REVENUE FUNDS						
AFFORDABLE HOUSING	\$567,579	\$552,586	\$350,000	\$546,889	\$510,989	-6.6%
AGRICULTURAL MITIGATION FEE	316,627	140,130	300,000	0	0	-
BUENA VISTA CHANNEL MAINTENANCE	116,019	97,054	163,900	190,128	194,882	2.5%
CITIZEN'S OPTION FOR PUBLIC SAFETY	193,002	195,934	230,000	151,774	256,732	69.2%
COMMUNITY ACTIVITY GRANTS	10,000	5,642	10,000	10,000	10,000	0.0%
COMMUNITY DEVELOPMENT BLOCK GRANT	322,830	750,523	175,000	507,796	516,899	1.8%
CULTURAL ARTS DONATIONS	26,884	26,794	56,000	51,536	54,150	5.1%
FLOWER FIELDS FOUNDATION	0	16,678	0	0	0	-
HABITAT MITIGATION FEE	6,247	5,161	0	0	0	-
LIBRARY AND ARTS ENDOWMENT FUND	3,907	5,179	6,000	6,000	4,000	-33.3%
LIBRARY GIFTS/BEQUESTS	176,547	309,353	90,000	270,000	249,765	-7.5%
LIGHTING AND LANDSCAPING DISTRICT NO. 2	242,802	219,003	307,500	310,420	340,114	9.6%
LOCAL CABLE INFRASTRUCTURE FUND	506,482	341,557	170,000	196,500	364,780	85.6%
MEDIAN MAINTENANCE	834,917	803,302	942,000	1,141,987	1,191,179	4.3%
PARKING IN LIEU	43,332	43,871	44,000	44,000	45,000	2.3%
POLICE ASSET FORFEITURE	149,704	113,086	20,000	87,294	88,600	1.5%
POLICE GRANTS	324,642	107,622	42,000	0	0	-
RECREATION DONATIONS	58,102	89,347	122,000	150,867	133,600	-11.4%
RENTAL ASSISTANCE	6,113,902	6,877,237	7,100,000	6,686,440	7,113,824	6.4%
SENIOR DONATIONS	22,695	35,965	88,000	88,500	71,200	-19.5%
STREET LIGHTING	912,563	590,509	655,000	1,004,288	1,015,659	1.1%
STREET TREE MAINTENANCE	541,026	602,422	711,000	572,381	711,671	24.3%
TOTAL SPECIAL REVENUE FUNDS	\$11,489,809	\$11,928,955	\$11,582,400	\$12,016,800	\$12,873,044	7.1%

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

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

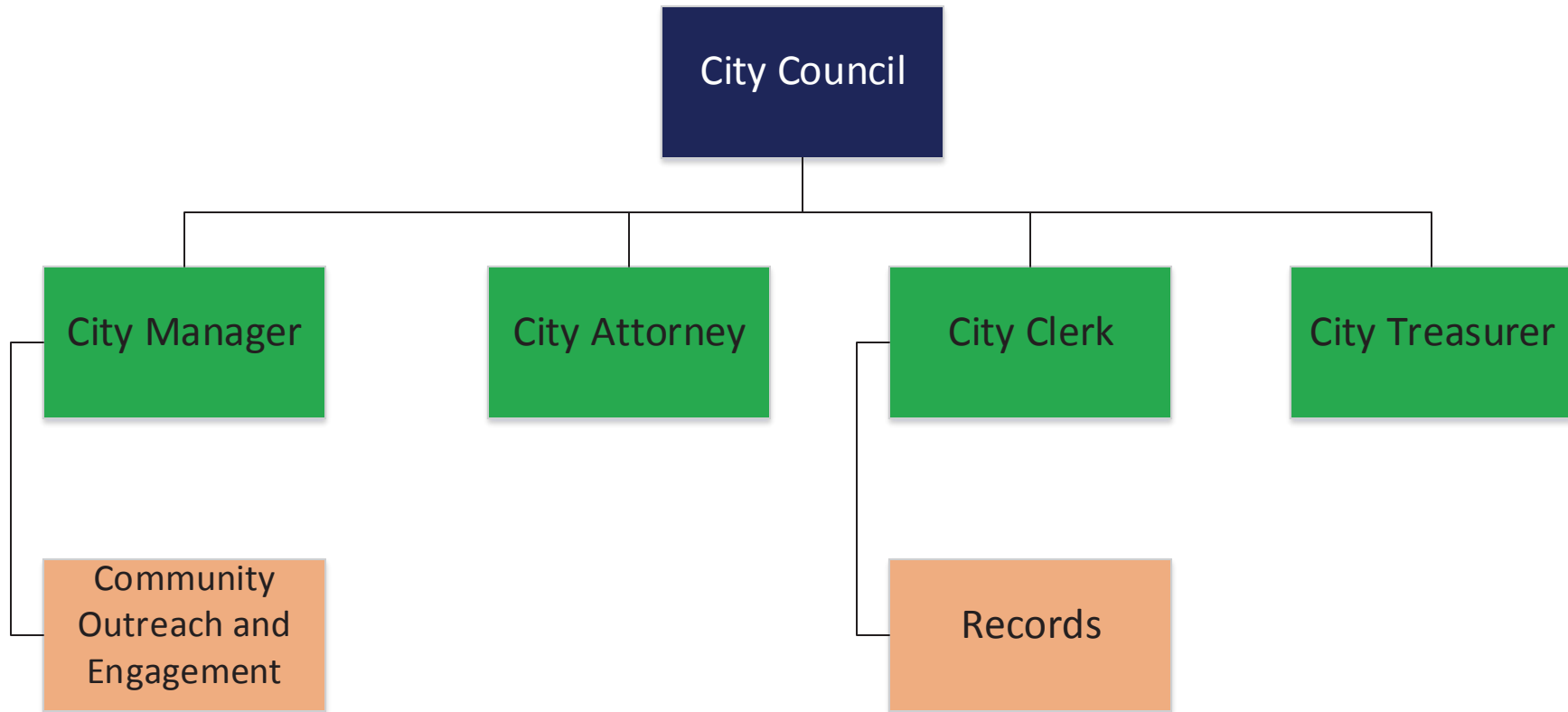
DEPARTMENT	2015-16 ACTUAL*	2016-17 ACTUALS	2017-18		2018-19 BUDGET	%INCR/(DECR) 17-18 BUD TO 18-19 BUD
			ESTIMATED EXPENDITURES	2017-18 BUDGET		
ENTERPRISE FUNDS						
WATER OPERATIONS	\$34,302,276	\$39,886,013	\$41,910,000	\$42,323,406	\$44,221,643	4.5%
RECYCLED WATER OPERATIONS	7,737,337	7,714,021	8,144,000	9,084,080	9,076,679	-0.1%
WASTEWATER OPERATIONS	10,518,513	12,344,371	12,278,000	12,738,707	13,840,192	8.6%
SOLID WASTE MANAGEMENT	3,077,057	3,249,644	3,150,000	4,070,375	4,150,540	2.0%
GOLF COURSE OPERATIONS	7,516,799	8,568,408	7,483,711	7,489,039	7,840,063	4.7%
TOTAL ENTERPRISE FUNDS	\$63,151,982	\$71,762,457	\$72,965,711	\$75,705,607	\$79,129,117	4.5%
INTERNAL SERVICE FUNDS						
WORKERS' COMPENSATION	\$4,086,059	\$1,619,956	4,489,000	\$4,411,786	\$3,990,371	-9.6%
RISK MANAGEMENT	504,502	3,964,115	1,593,000	2,068,575	2,374,996	14.8%
SELF-INSURED BENEFITS	980,821	865,620	761,000	1,040,000	925,000	-11.1%
VEHICLE MAINTENANCE	2,498,049	2,463,857	2,440,000	3,200,822	2,761,138	-13.7%
VEHICLE REPLACEMENT	2,814,499	1,312,500	3,114,000	2,329,800	4,181,662	79.5%
INFORMATION TECHNOLOGY	7,443,459	8,492,297	11,417,000	9,927,582	12,514,983	26.1%
TOTAL INTERNAL SERVICE FUNDS	\$18,327,389	\$18,718,345	\$23,814,000	\$22,978,565	\$26,748,150	16.4%
REDEVELOPMENT OBLIGATION RETIREMENT FUNDS						
VILLAGE RDA OBLIGATION RETIREMENT FUND	\$4,882,450	\$1,552,562	\$1,660,000	\$1,206,119	\$1,524,557	26.4%
TOTAL REDEVELOPMENT	\$4,882,450	\$1,552,562	\$1,660,000	\$1,206,119	\$1,524,557	26.4%
TOTAL OPERATING FUNDS	\$231,507,519	\$243,797,030	\$249,488,179	\$257,647,890	\$276,114,864	7.2%

General Fund	\$155,839,996
Non GF	120,274,868
	<u>\$276,114,864</u>

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

Policy & Leadership

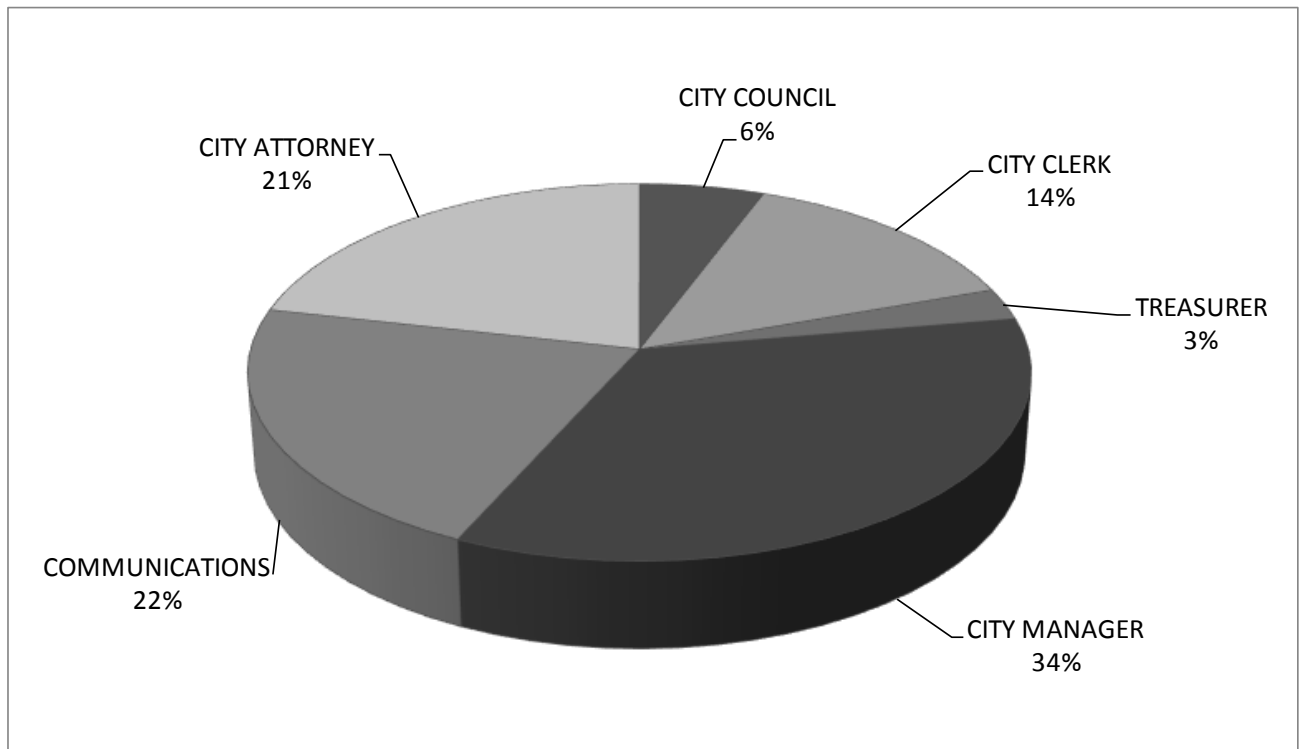
Org Chart by Function



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

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$4,605,553	\$4,701,889	\$5,118,930	\$5,633,514
MAINTENANCE & OPERATIONS	1,760,326	1,990,434	2,503,928	2,605,536
CAPITAL OUTLAY	322,561	207,559	0	125,000
GRAND TOTAL	\$6,688,440	\$6,899,882	\$7,622,858	\$8,364,050
FULL TIME POSITIONS	25.75	25.75	27.75	28.75
HOURLY/FTE POSITIONS	4.89	4.89	4.89	4.89



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

ACCT NO. 0010110

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$345,062	\$354,199	\$343,568	\$346,407
MAINTENANCE & OPERATIONS	99,065	62,489	135,295	138,029
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$444,127	\$416,688	\$478,863	\$484,436
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 POLICY GOALS:

The City Council's Strategic Goals are to:

- Work with state legislators and California State Parks to execute a long-term coastline management agreement by October 2018.
- Amend the Traffic Safety Commission duties to include advising the City Council on matters related to becoming a leader in multimodal transportation systems and creative approaches to moving people and goods through and within Carlsbad by April 2019.
- Enhance the health and vitality of the Village and Barrio by obtaining all agency approvals needed to implement a Village and Barrio Master Plan by 2020.
- Break ground on a new city hall at a site designated for a Carlsbad civic center by 2023.
- Lower the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CITY CLERK & RECORDS MANAGEMENT
FUND: GENERAL
PROGRAM GROUP: CITY CLERK & RECORDS MANAGEMENT ACCT NO. 0010210, 0011610

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$527,609	\$568,630	\$659,119	\$695,752
MAINTENANCE & OPERATIONS	268,473	372,386	340,464	460,239
CAPITAL OUTLAY	3,102	0	0	0
GRAND TOTAL	\$799,184	\$941,016	\$999,583	\$1,155,991
FULL TIME POSITIONS	5.00	5.00	6.00	6.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

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 Services 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
- Process recorded documents and bond releases

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:

- Manage the citywide Records Management Program and HP Records Manager (HPRM).
- Maintain city records in an identifiable and accessible manner in fulfillment of public, legal, and historical requirements for preserving and storing information.
- Assist the public and city staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.
- Provide research assistance to staff.
- Assist in educating/training staff on the functionality of HPRM.

KEY ACHIEVEMENTS FOR 2017-18:

- Updated Council Meeting Procedures section of Municipal Code.
- Successfully administered the proceedings to convert our Council at-large elections to by-district elections.
- Implemented GovQA Records Request Software to automate the city's Records Request Program.
- Updated agenda and comment card templates.
- Provided Boards and Commissions training.
- Updated the Conflict of Interest Code
- Updated a new Records Retention Schedule.
- Continued to provide greater transparency on the city website under the City Clerk's Office area by providing access to more public records.
- Continued to coordinate efforts to automate processes in the Enterprise Content Management (ECM) system when implemented citywide.

PROGRAM: CITY CLERK & RECORDS MANAGEMENT PAGE TWO
FUND: GENERAL
PROGRAM GROUP: CITY CLERK & RECORDS MANAGEMENT ACCT NO. 0010210,
0011610

KEY ACHIEVEMENTS FOR 2017-18 (continued):

- Updated staff report preparation training manual.
- Digitized archival paper legislative records for placement in the HPRM.
- Automated the city's Records Request process.

KEY GOALS FOR 2018-19:

- Oversee the review and update of the Carlsbad Municipal Code.
- Provide citywide staff report writing training.
- Provide citywide Public Records Act training.
- Continue to implement HPRM to include documents from departments that are not yet digitized.
- Continue to educate key personnel on use of the HPRM.
- Continue to educate key personnel on use of the GovQA.
- Continue to fine-tune HPRM file plan to accommodate departmental processes.
- Continue to provide resource information to the organization via the intranet and to the public via the internet.
- Conduct records audits throughout the organization to ensure compliance with the Records Management Program.
- Review Records Management Program User's Manual for revision.
- Prepare Records Emergency Action Plan for responding to disasters.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 0010310

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$114,952	\$110,220	\$106,584	\$135,439
MAINTENANCE & OPERATIONS	92,686	93,394	100,877	91,365
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$207,638	\$203,614	\$207,461	\$226,804
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.
- Implementation of 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 2013	FY 2014	FY 2015	FY 2016	FY 2017	FY 2018
Portfolio Balance (in millions)	\$642	\$663	\$700	\$719	\$724	\$750 est
Investment Activity						
Transactions	310**	248	390	381	195	230
Average Buy (in millions)	\$2.50**	\$2.85	\$1.80	\$2.23	\$1.98	\$1.60

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

KEY GOALS FOR 2017-18:

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.
- Conclude the analysis of the Request for Proposal (RFP) for treasury services, merchant card services and custody services. Select and award new contracts for these services with assistance of an outside consultant.

Community Outreach

- 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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,597,752	\$1,506,775	\$1,655,405	\$1,996,180
MAINTENANCE & OPERATIONS	338,975	455,452	887,412	888,753
CAPITAL OUTLAY	0	1,591	0	0
GRAND TOTAL	\$1,936,727	\$1,963,818	\$2,542,817	\$2,884,933
FULL TIME POSITIONS	7.00	8.00	8.00	9.00
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 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. This year a significant amount of collaboration will be required to operationalize and implement the City Council's Strategic Goals.

PROGRAM ACTIVITIES:

Financial

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

Administration

- Provide timely and reasonable responses to citizens, customers, and the City Council.

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 City Council's Strategic Goals are to:

- Work with state legislators and California State Parks to execute a long-term coastline management agreement by October 2018.
- Amend the Traffic Safety Commission duties to include advising the City Council on matters related to becoming a leader in multimodal transportation systems and creative approaches to moving people and goods through and within Carlsbad by April 2019.
- Enhance the health and vitality of the Village and Barrio by obtaining all agency approvals needed to implement a Village and Barrio Master Plan by 2020.
- Break ground on a new city hall at a site designated for a Carlsbad civic center by 2023.
- Lower the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value.

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

PAGE TWO

ACCT NO. 0011010

PERFORMANCE MEASURES:

The City Manager's Office is measured by the overall success of the organization in accomplishing the organizational priorities of the city. The City Manager's Office is responsible for implementing City Council's Strategic Goals and will monitor and measure the performance of these goals in the coming year.

SIGNIFICANT CHANGES:

- Addition of 1.0 full-time Smart City Innovator position.

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$747,939	\$784,859	\$838,699	\$857,488
MAINTENANCE & OPERATIONS	765,533	842,203	869,788	830,326
CAPITAL OUTLAY	319,459	205,968	0	125,000
GRAND TOTAL	\$1,832,931	\$1,833,030	\$1,708,487	\$1,812,814
FULL TIME POSITIONS	5.00	5.00	5.00	5.00
HOURLY/FTE POSITIONS	3.39	3.39	3.39	3.39
GENERAL FUND	\$1,326,449	\$1,491,473	\$1,511,987	\$1,448,034
SPECIAL REVENUE	506,482	341,557	196,500	364,780
TOTAL FUNDING	\$1,832,931	\$1,833,030	\$1,708,487	\$1,812,814

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 and transparent government. 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 providing communication support during activation of the city’s Emergency Operations Center.

PROGRAM ACTIVITIES:

Significant work programs include:

- **Informational materials:** Develop fact sheets, fliers, 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, email communication and other digital communication channels.
- **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 2017-18:

- Eight in 10 Carlsbad residents (82 percent) are satisfied with the city's communication efforts.
- Continued to build the city's social media presence, with nearly 48,000 followers on the city's Facebook page, 14,000 Twitter followers and over 5,000 Instagram followers.
- Produced more than 200 news releases, columns and articles promoting city services, programs and issues.
- Provided updates on city services and issues to all residents via a mailed and online newsletter every other month.
- Produced an award-winning community services guide, supporting record participation in parks, recreation, library and arts programs.
- Utilized a new online public engagement platform to make it more convenient for residents to provide input to the city on key issues.

KEY GOALS FOR 2018-19:

The city will continue to make communication a priority in FY 2018-19. Goals for the coming year include working with city staff to develop strategic public involvement programs, increasing government transparency, raising awareness of city programs and services, and making it easier for residents and businesses to get the information they need about city issues and services.

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.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 0011210

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,272,239	\$1,377,206	\$1,515,555	\$1,602,248
MAINTENANCE & OPERATIONS	195,594	164,510	170,092	196,824
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,467,833	\$1,541,716	\$1,685,647	\$1,799,072
FULL TIME POSITIONS	7.00	6.00	7.00	7.00
HOURLY/FTE POSITIONS	0.50	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 2018-19:

- 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.

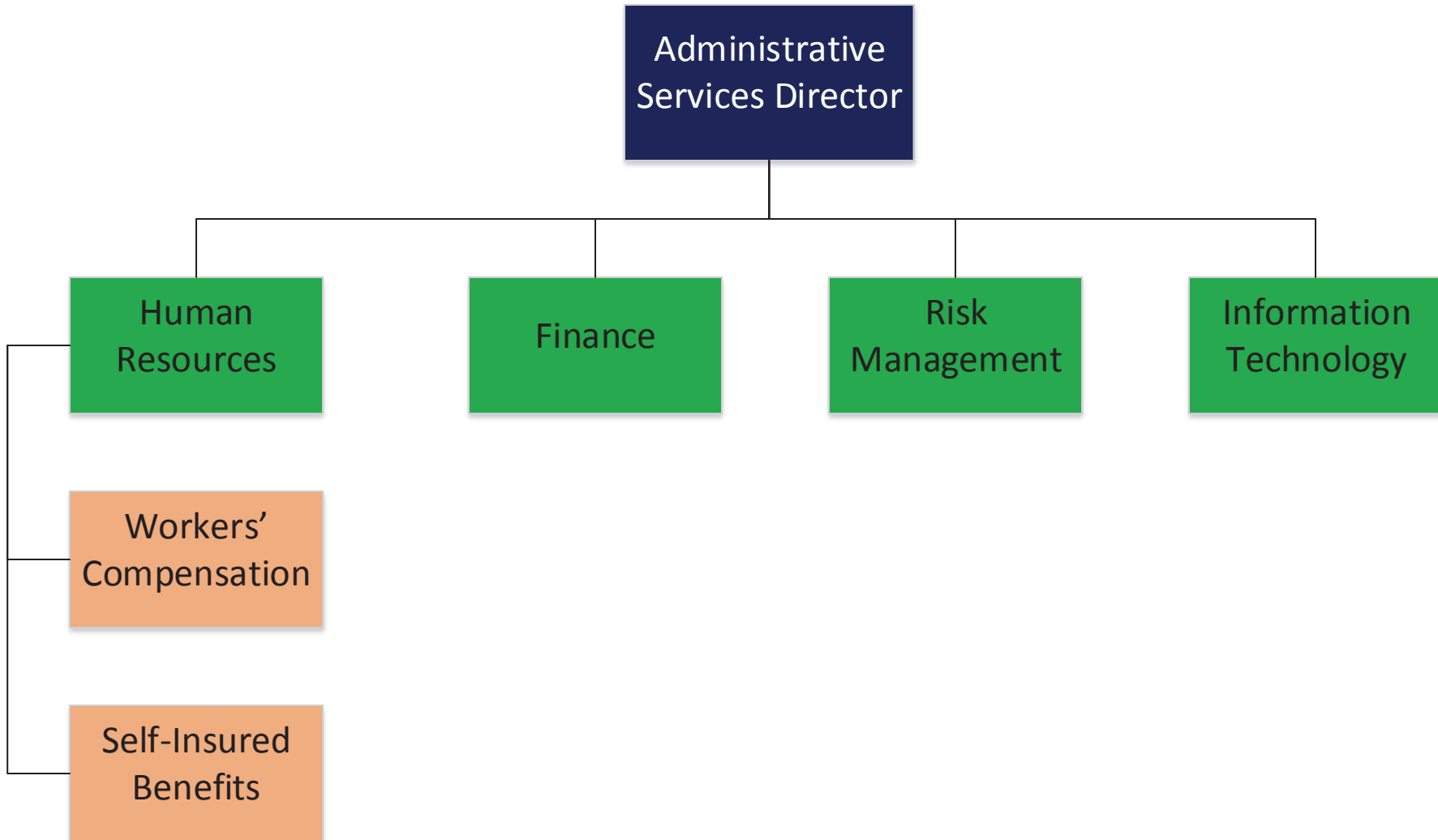
SIGNIFICANT CHANGES:

- None.



Administrative Services

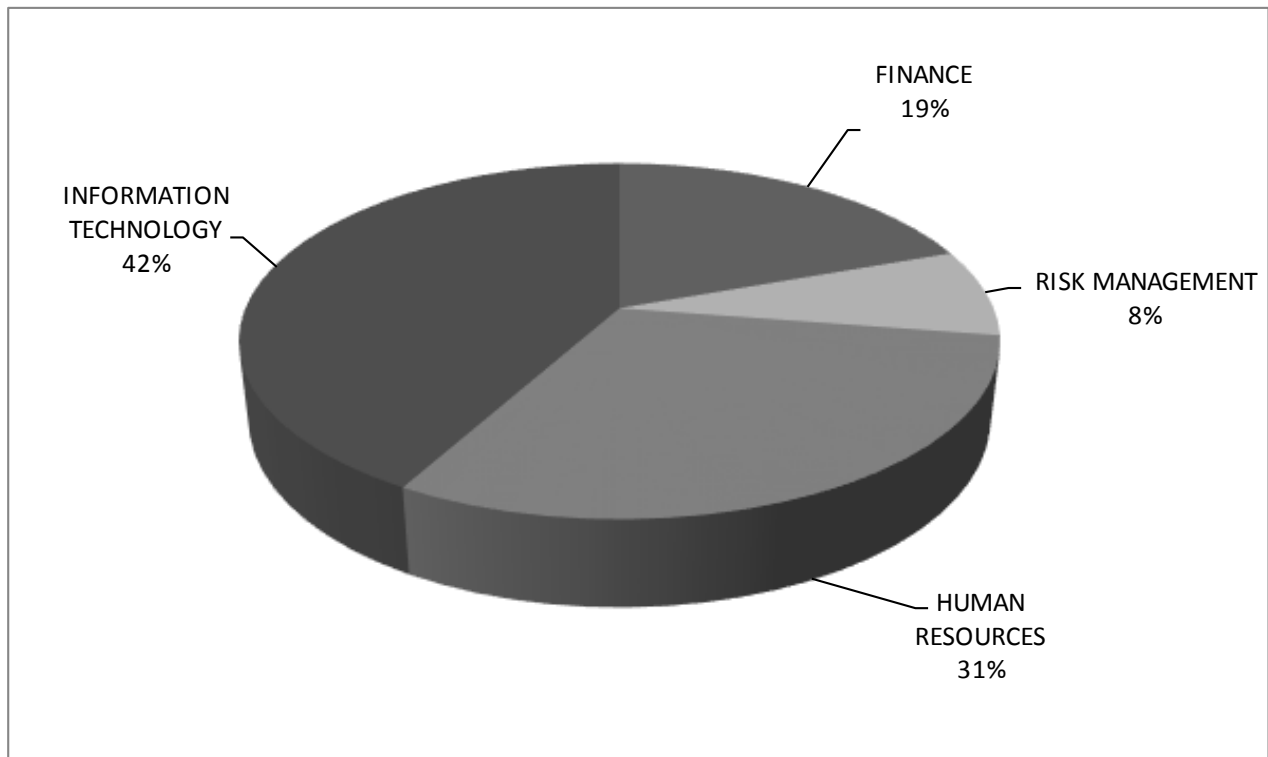
Org Chart by Function



PROGRAM: ADMINISTRATIVE SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$8,517,455	\$8,659,390	\$9,630,065	\$10,820,775
MAINTENANCE & OPERATIONS	\$10,888,225	\$12,547,644	\$14,631,739	\$17,859,926
CAPITAL OUTLAY	\$758,487	\$906,463	\$951,211	\$1,161,132
GRAND TOTAL	\$20,164,167	\$22,113,497	\$25,213,015	\$29,841,833
FULL TIME POSITIONS	63.00	64.00	70.00	75.00
HOURLY/FTE POSITIONS	3.20	3.20	3.20	4.20



PROGRAM: FINANCE & ADMINISTRATIVE SERVICES
FUND: GENERAL
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$3,573,037	\$3,604,585	\$3,523,498	\$3,703,326
MAINTENANCE & OPERATIONS	565,041	589,128	822,280	2,112,245
CAPITAL OUTLAY	51,373	21,327	0	0
GRAND TOTAL	\$4,189,451	\$4,215,040	\$4,345,778	\$5,815,571
FULL TIME POSITIONS	31.00	31.00	30.00	30.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	2.00

MISSION STATEMENT:

The Finance Department’s mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial management plan. 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.

PROGRAM ACTIVITIES:

FINANCE

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.
- Assist in the annual citywide operating and capital budgeting process

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 the Comprehensive Annual Financial Report (CAFR) in conformity with generally accepted accounting principles.
- Facilitate the various audits of the city’s financial records and reports.
- Provide the City Council, city management and the public with timely monthly financial reports.
- Provide sound financial support to all city departments.
- Perform analysis on special projects as needed.
- Provide assistance with grant reporting, compliance and audit activities.

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

- Assist in the evaluation and formation of new districts and annexations into existing districts.
- Assist with the issuance of 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

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.

PROGRAM ACTIVITIES (continued):

Receiving, Messenger, and Mail Services

- Coordinate 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.

Payroll and Human Capital Management System Administration

- 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.

ADMINISTRATIVE SERVICES

Long-Range Financial Planning and Budget Management

- 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 Cost Allocation Plan and the annual review of all city fees.

General Accounting and Reporting

- Audit other agencies or companies to determine compliance with city ordinances and contracts as needed.
- Provide staff support for the Successor Agency to the former Redevelopment Agency.
- Audit accounting systems and procedures to ensure proper internal control and compliance with policies.

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

- Oversee the evaluation and formation of new districts and annexations into existing districts.
- Coordinate the issuance of bonds for capital projects when required.

WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2015	FY 2016	FY 2017
• Average number of days to issue Monthly Financial Status Report	9.6	9.3	9.0
• Awards received for CAFR	GFOA	GFOA	GFOA
• 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	10,735	10,096	8,144
• Number of accounts payable checks processed	14,465	15,301	12,479
• Number of electronic accounts payable checks processed	11	420	1,765
• Number of electronic payroll checks issued	26,404	26,856	27,273
• Outstanding debt issues administered	\$109 million	\$104 million	\$83 million
• Number of purchase orders issued	1,814	1,954	2,004
• Dollar amount of purchase orders issued	\$57 million	\$155 million	\$121 million
• Pieces of mail processed	125,007	134,200	128,836

KEY ACHIEVEMENTS FOR 2017-18:

FINANCE

- Closely monitored the economy and provided 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.
- Continued rolling out an electronic funds transfer (EFT) program for the city's accounts payable vendors including the city's rental assistance participants.
- Completed destruction of records required under document retention guidelines.
- Worked with the Information Technology and Human Resources Departments to continue upgrade work for the Lawson HR/Payroll system and move it to a more sustainable platform.
- Upgraded the certification of the Payroll Accountant to a Certified Payroll Professional (CPP) through the American Payroll Association.
- Completed a clean IRS audit of payroll and accounts payable.
- Completed a CalPERS audit of appointment errors and corrected all payrolls to retroactively reflect a new CalPERS requirement allowing for correct actuarial liability calculations.
- Assisted Public Works and SDG&E with an audit of the city's streetlight inventory. Adjustments made because of the audit resulted in ongoing energy savings to the city.
- Performed an operational audit of the EnerGov system to ensure that revenues were being recorded to the appropriate account number.
- Completed an overhaul of the city's Comprehensive Annual Financial Report (CAFR) to improve readability and appearance.
- Updated the city's travel policy and related forms.
- Addressed surplus construction funds in the Alga Road assessment district.
- Completed the transition to the city's new business license system.
- Worked with the Housing and Neighborhood Services Department to help address unlicensed short-term vacation rentals.

ADMINISTRATIVE SERVICES

- Maintained a balanced budget without using city reserves.
- Received proposals and issued a contract to NBS to prepare the bi-annual cost of service study and assist with setting fees and interdepartmental charges.
- Transitioned to a new records storage and destruction vendor with significant cost savings.
- Completed destruction of records required under document retention guidelines.
- Completed an audit of the city's gas and electric costs (San Diego Gas & Electric).
- Completed a review of internal control compliance at the city's municipal golf course.
- Completed internal audit of citywide cash holdings.
- Worked with the Community and Economic Development Department to tailor internal controls over the city's permitting process, specifically related to the newly implemented system, EnerGov.

KEY GOALS FOR 2018-19:

FINANCE

- Continue to monitor the economy and its impact to the Ten-Year Financial Forecast to ensure the General Fund remains in balance.
- Continue to audit internal operations of the city, as well as external vendors/customers as appropriate.
- Implement the leave module component of the Human Capital Management System (HCMS) and automate the Personnel Action Form (PAF) through the Management Self Service process flow.
- Complete the upgrade of the Lawson HR/Payroll system and move it to a more sustainable platform.
- Review and implement a timekeeping product, including either the upgrade of the current SumTotal product and/or implementation of a new system to meet the minimum requirements of electronic timekeeping and scheduling.
- Adopt a local debt policy in accordance with State Assembly Bill 1029.
- Perform a close-out analysis for Bridge & Thoroughfare District No. 3 (Canon Road West).

KEY GOALS FOR 2018-19 (continued):

- Work with the Information Technology Department to develop a strategic plan for either an upgrade to the city's current financial information system or a new future Enterprise Resource Planning (ERP) system.
- Continue the roll out of the city's new accounts payable electronic funds transfer (EFT) program.
- Continue to work with Construction Management and Inspection (CM&I) on the refunding of outstanding developer deposits.
- Implement California Senate Bill 523 dealing with ambulance billing.
- Upgrade the city's cashiering system to a PC compliant platform.
- Research a new transient occupancy tax (TOT) tracking system.
- Upgrade the city's utility billing system to new, modern version. This will allow for greater flexibility to meet changing demands, align with current utility technology, and increased citizen visibility to utility data.
- Work with the Police Department to transition Oversized Vehicle Permitting from the Finance Department to the Police Department.

ADMINISTRATIVE SERVICES

- Continue to audit internal operations of the city, as well as external vendors/customers as appropriate.
- Complete Fiscal Year 2018-19 Cost of Service Study.
- Complete Fiscal Year 2018-19 Master Fee Schedule update.
- Complete audits of select franchise fees.
- Complete an audit of the city's telecom expense.

SIGNIFICANT CHANGES:

- Addition of 1.0 FTE part-time staff (Two 0.5 positions) to support business license processing.

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

ACCT NO. 6121930

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$196,710	\$335,514	\$267,822	\$274,203
MAINTENANCE & OPERATIONS	307,792	3,628,601	1,800,753	2,100,793
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$504,502	\$3,964,115	\$2,068,575	\$2,374,996
FULL TIME POSITIONS	1.50	2.00	2.00	2.00
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.

ADA

- Act as ADA Coordinator for the city.

KEY ACHIEVEMENTS FOR 2017-18:

Top-Quality Services

- Worked with contractor to rectify ADA construction errors at Alga Norte Park.
- Provided on-going insurance training to city staff.
- Retained vendor to assist Contract Administration with insurance tracking requirements. Continue to hone program for better efficiency
- Assist with litigation preparation which resulted in four successful jury trials.

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

PAGE TWO

ACCT NO. 6121930

KEY GOALS FOR 2018-19:

Top-Quality Services

- Continue to assist public works in the process of removing ADA barriers identified in the transition plan self-assessment.
- Continue aggressive follow-up on subrogation efforts to increase city recoveries.
- Continue to assist city attorneys' office with Safety Training Center construction defect litigation.
- Work with IT and Police to install security cameras at various city facilities.

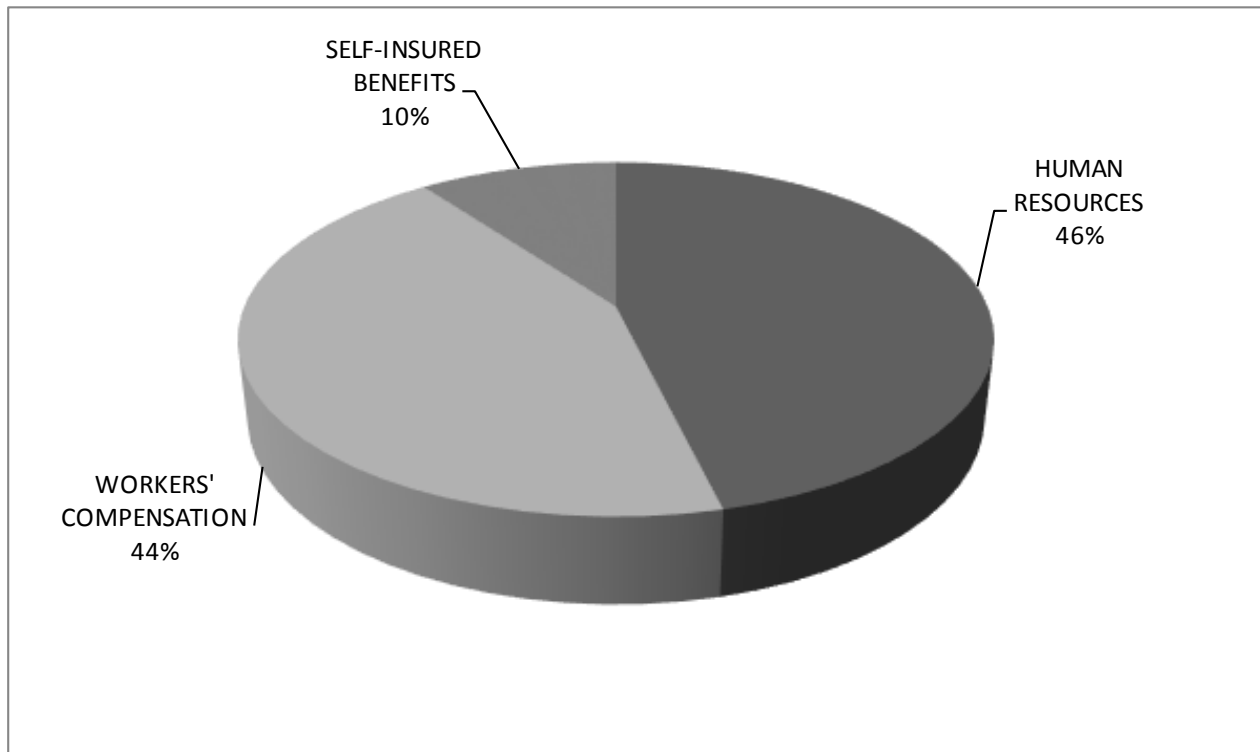
SIGNIFICANT CHANGES:

- None.

PROGRAM: HUMAN RESOURCES
FUND: GENERAL & INTERNAL SERVICE
PROGRAM GROUP: HUMAN RESOURCES

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,597,071	\$1,366,330	\$1,547,642	\$1,609,938
MAINTENANCE & OPERATIONS	6,426,987	4,075,715	7,323,438	7,526,345
CAPITAL OUTLAY	2,697	0	0	0
GRAND TOTAL	\$8,026,755	\$5,442,045	\$8,871,080	\$9,136,283
FULL TIME POSITIONS	11.00	11.00	11.00	11.00
HOURLY/FTE POSITIONS	0.70	0.70	0.70	0.70



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

ACCT NO. 0011510 THRU 0011560

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,417,759	\$1,304,885	\$1,409,086	\$1,473,167
MAINTENANCE & OPERATIONS	1,539,419	1,651,584	2,010,208	2,747,745
CAPITAL OUTLAY	2,697	0	0	0
GRAND TOTAL	\$2,959,875	\$2,956,469	\$3,419,294	\$4,220,912
FULL TIME POSITIONS	10.00	10.00	10.00	10.00
HOURLY/FTE POSITIONS	0.70	0.70	0.70	0.70

MISSION STATEMENT:

We champion the community and organizational goals by delivering top quality talent and HR services, and fostering a culture of engagement.

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 training and tools 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 health and welfare programs.
- Monitor claims of occupational injury and illness.
- Assist employees with life event changes.

Classification and Compensation

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

Labor & Employee Relations

- Oversee city's performance management program.
- Assist departments with employee disciplinary matters.
- Conduct/oversee workplace investigations.
- Participate in labor negotiations in keeping with City Council authority.

Human Capital Management System (HCMS)

- Maintain employee databases and employment related computer applications that drive employee 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 (full and part-time)	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Number of applicants processed	10,904	9,527	8,551	8,037	9,544
Number of new hires	151	284	299	260	292
Number of promotions (full-time only)	6	47	41	31	58

KEY ACHIEVEMENTS FOR 2017-18:

- Negotiated successor labor contract with CCEA.
- Designed a program to support an employee development/employee engagement focused culture.
- Implemented additional learning and development offerings, including new training re: change management and engagement/happiness.
- Recommended changes to the management compensation and benefits plan.
- Assisted in major software system upgrade (Lawson).
- Conducted pay range analysis for part-time staff and incorporated changes to minimum wage.

KEY GOALS FOR 2018-19:

- Labor contract with CPOA and CPMA.
- Implement and maintain new training and other resources to support the employee development/employee engagement focused culture.
- Enhance the employee onboarding experience.
- Recommend new employee recognition and appreciation programs, including wellness.
- Use software applications to enhance automation and process efficiency (e.g., implement leave of absence module in Lawson).
- Develop HR dashboard/workplace metrics.
- Coordinate onsite education program for city staff to obtain an MPA degree.
- Update the recruiting strategy for safety positions and create a branding strategy on social media for all recruitments.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 6111520

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$122,310	\$61,445	\$138,556	\$136,771
MAINTENANCE & OPERATIONS	3,963,749	1,558,511	4,273,230	3,853,600
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$4,086,059	\$1,619,956	\$4,411,786	\$3,990,371
FULL TIME POSITIONS	1.00	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

We champion the community and organizational goals by delivering top quality talent and HR services, and fostering a culture of engagement.

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>Workers' Compensation</u>	<u>FY 11-12</u>	<u>FY 12-13</u>	<u>FY 13-14</u>	<u>FY 14-15</u>	<u>FY 15-16</u>	<u>FY 16-17</u>	<u>FY 17-18</u>
Average lost days per claim	17.60	20.30	11.00	8.30	20.00	17.45	22.78

KEY GOALS FOR 2018-19:

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$57,002	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	923,819	865,620	1,040,000	925,000
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$980,821	\$865,620	\$1,040,000	\$925,000
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

We champion the community and organizational goals by delivering top quality talent and HR services, and fostering a culture of engagement.

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. 640XXXX, 6411710

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$3,150,637	\$3,352,961	\$4,291,103	\$5,233,308
MAINTENANCE & OPERATIONS	3,588,405	4,254,200	4,685,268	6,120,543
CAPITAL OUTLAY	704,417	885,136	951,211	1,161,132
GRAND TOTAL	\$7,443,459	\$8,492,297	\$9,927,582	\$12,514,983
FULL TIME POSITIONS	19.50	20.00	27.00	32.00
HOURLY/FTE POSITIONS	1.50	1.50	1.50	1.50

MISSION STATEMENT:

Connecting Carlsbad by strategically planning, delivering and promoting innovative technologies to internal and external customers.

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.
- Provide support to Public Safety Departments including CAD, ARGIS and the microcomputer network.

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.
- Maintain a robust, reliable and redundant Information Technology (IT) infrastructure.

KEY ACHIEVEMENTS FOR 2017-18:

During FY 2017-18, Information Technology continued to focus on increasing the efficiency and effectiveness of IT services, and upgrading the city's network architecture through critical enterprise application upgrades, Infrastructure as a Service (IaaS), capital replacements, software upgrades, and mobile device technologies. 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 costs and streamline workflow.

- Completed the core switch upgrade.
- Performed and completed external security penetration testing.
- Completed the cabling and redressing of the City's data center.
- Completed the upgrade of the UPS and racks at 13 locations and began UPS monitoring Citywide.
- Completed upgrades of fiber cabling at the Safety Center and CMWD facilities.
- Continued to implement Mobile Device Management on various hardware throughout the City.
- Continued database cleanup that includes DBMS installs, space issues, encryption and backup.
- Completed migrations of Symantec anti-malware and LAN Desk.
- Began a colocation turn up
- Completed the Library firewall replacement with SonicWall/ASA
- Continued the technology upgrade of the audio visual equipment at conference rooms Citywide.
- Continued computer replacements for equipment that was at the end of its useful life, including Library patron PC's.
- Completed deployment of hardware for new Pine Park Community Center.

KEY ACHIEVEMENTS FOR 2017-18 (continued):

- Completed an upgrade to the Halogen and StreetEMS applications.
- Complete the deployment of the PublicWorks Mobile Service application.
- Completed the TeleStaff CyberShift interface.
- Completed the deployment of SpringCM on a test basis in the IT Department.
- Completed migration of tree data collection to a collector application
- Completed migration of GIS Metadata.
- Completed the creation of the trash program and HMP species layers within GIS
- Completed an analysis of the Village Master Plan Parking data.
- Rebuilt the public facing eZoning Interactive map.
- Completed quality control process of 2017 imagery
- Completed the deployment of a web application for the Street Pavement Moratorium.
- Implemented ServiceNow service desk management solution and staff an internal help desk to improve service
- Continued upgrades to HPRM, including the build out of file plans, change from Records Manager 8.1 to Content Manager 9.1, standardized bulk load ingestion process, and deployed new scanners.
- Completed deployment of GovQA for automated public records requests.

KEY GOALS FOR 2018-19:

During FY 2018-19 Information Technology will focus on the following:

- Continue to migrate all critical systems to an off-premise data center with disaster recovery and failover capability.
- Redesign the HUB/datamart – data transformation.
- Begin researching smart city and other citywide fiber projects.
- Start the utility billing software upgrade process.
- Upgrade the city's payroll, human resources and performance review systems.
- City intranet website upgrade and internet search engine upgrade.
- Start on implementation of E-Care customer portal and Mcare mobile work orders.
- Implement water meter remote reading automation solution.
- Upgrade the city's financial system software.
- Infor IPS Hansen Bar Code Project to improve asset management in Public Works.
- Implement business license capabilities with customer self-service (CSS) for Energov.
- Core software upgrade for payment processing (PCI and EMV chip compliance).
- Citywide Voice over IP (VOIP).
- Upgrade the GIS platform to ArcGIS 10.5.1.
- Implement ArcGIS for Portal as a Web GIS solution to allow city staff to access GIS information from any device.
- Citywide LAN/WLAN equipment upgrade.
- Citywide wireless service upgrade
- Core switch upgrade in Faraday Data Center.
- Upgrade city firewalls and antivirus software to minimize current cybersecurity threats.
- Upgrade city facility door access controls.
- Research and start pilot implementation of Windows 10 operating system.
- City Council Chambers equipment upgrade, which includes the installation of an uninterruptible power supply unit.
- Upgrade the city's database solution.
- Fire Department workforce Telestaff software and migration.
- City's data transformation and control solution (Control M).
- Create a portal for ArcGIS implementation including interactive maps.
- Implement field mobility solutions for Stormwater outfall monitoring, FOG inspection and street striping/legends data collection.
- Implement ServiceNow Configuration Management and Change Management solutions
- Continue deployment of replacement hardware and data center equipment Citywide.
- Implementation of YARDI for Section 8 Housing including integration with IFAS.
- Continue the technology upgrade of the audio visual equipment at conference rooms Citywide.

SIGNIFICANT CHANGES:

- Integration of the Police IT function into the citywide IT work program. Transfer of 5.0 FTE staff positions from the Police Department IT to the citywide IT Department.

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

ACCT NO. 001-90XX

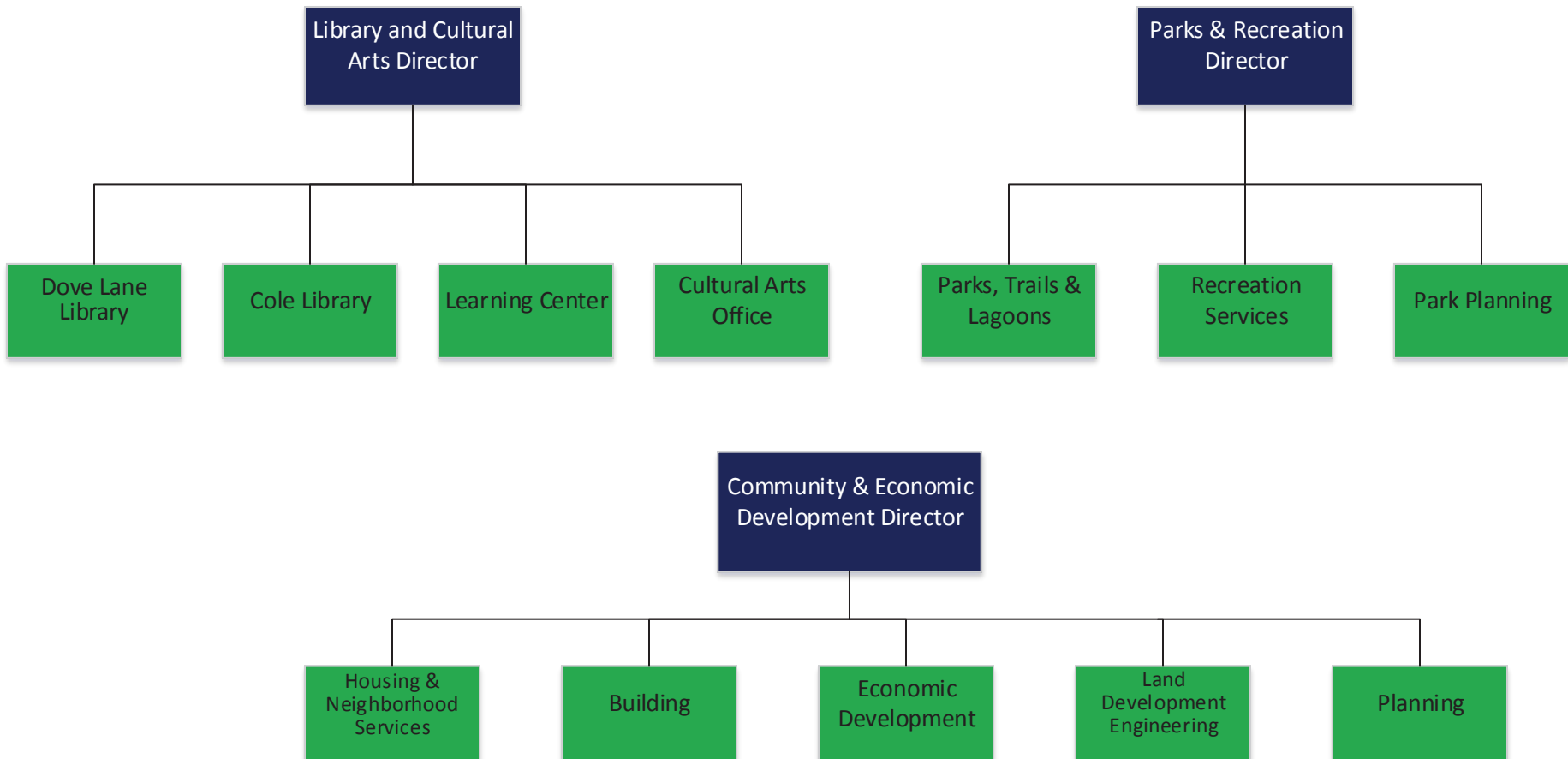
GENERAL FUND	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 ADOPTED BUDGET	2018-19 ADOPTED BUDGET
<i>Miscellaneous Non-Departmental Expenditures</i>				
Legal Services	145,755	305,473	300,000	500,000
Community Contributions	27,795	23,365	0	0
Other Personnel*	160,691	150,735	1,030,000	220,000
Professional Services	972,211	113,864	88,000	38,000
Property Tax and Other Administration	617,125	638,325	720,000	780,000
Dues and Subscriptions	50,493	50,012	55,000	55,000
2014 Fires	45,939	0	0	0
Innovation Fund	1,396,086	1,636,457	0	0
Total Miscellaneous Non-Departmental Expenditures	3,416,095	2,918,231	2,193,000	1,593,000
<i>Transfers</i>				
Infrastructure Replacement Fund	8,952,000	9,460,000	9,970,000	10,681,000
Transfer to Golf Course: Debt Service	1,049,795	0	0	0
Transfer to LLD #1 (Medians & Trees)	860,000	500,000	750,000	775,000
Transfer to Storm Water Program	190,402	255,862	235,000	247,101
Miscellaneous Transfers Out	1,500,000	1,697,000	1,500,000	1,500,000
Total General Fund Transfers	12,552,197	11,912,862	12,455,000	13,203,101
<i>Council Contingencies</i>				
Contingencies (Adopted budget)	0	0	1,500,000	1,500,000
TOTAL GENERAL FUND NON-DEPARTMENTAL	\$15,968,292	\$14,831,093	\$16,148,000	\$16,296,101

*FY 2017-18 budget for Other Personnel included anticipated salary increases. Anticipated increases for FY 2018-19 are budgeted directly in each individual department.



Community Services

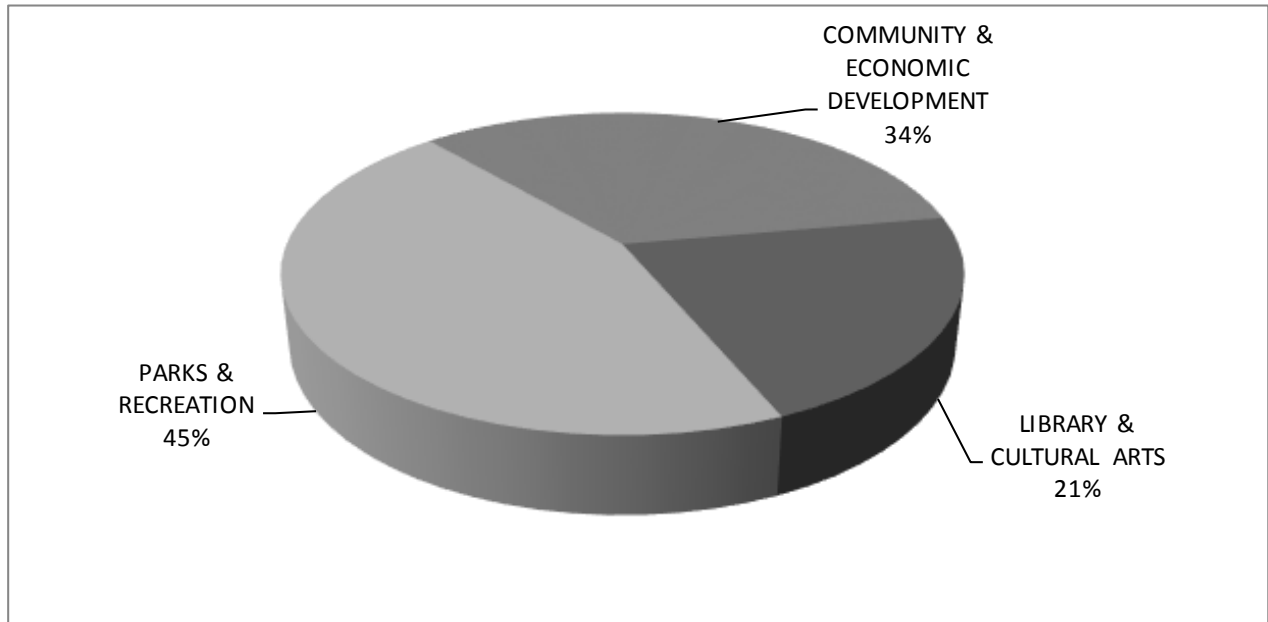
Org Chart by Function



PROGRAM: COMMUNITY SERVICES
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

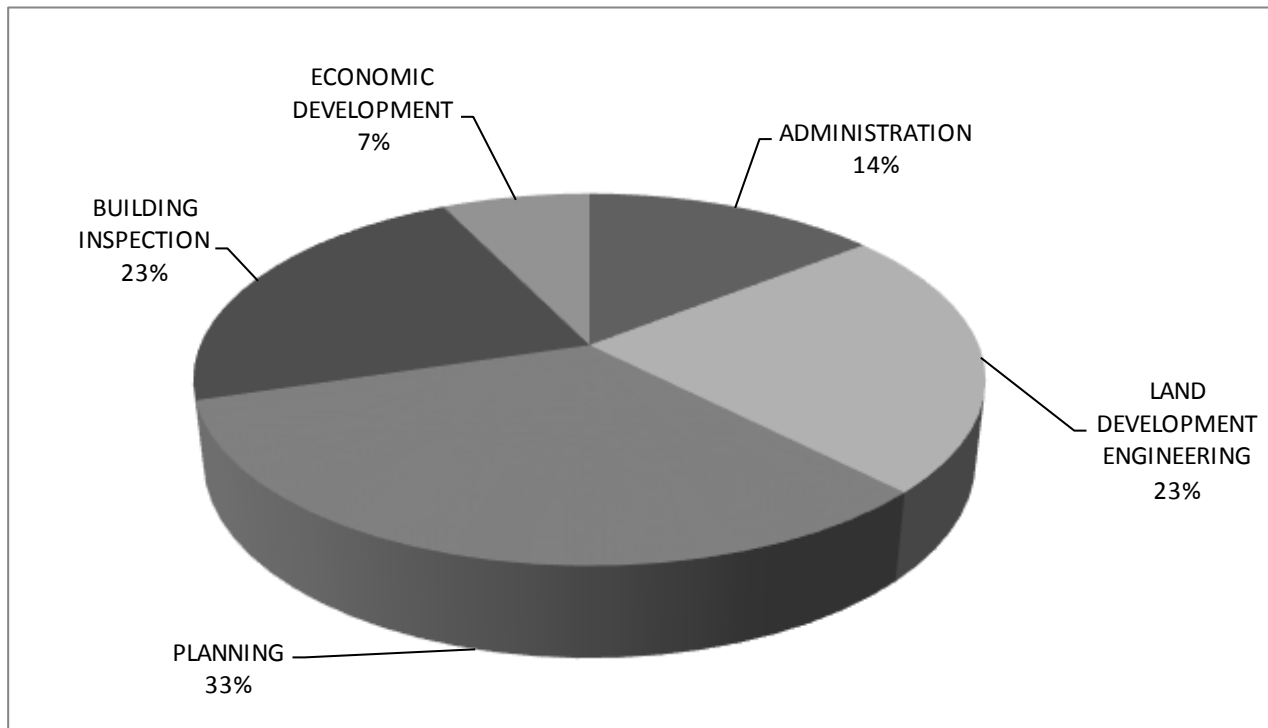
	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$22,458,900	\$22,891,614	\$24,548,289	\$25,285,446
MAINTENANCE & OPERATIONS	34,768,619	34,144,508	33,404,555	36,310,761
CAPITAL OUTLAY	1,152,028	1,583,424	548,400	760,000
GRAND TOTAL	\$58,379,547	\$58,619,546	\$58,501,244	\$62,356,207
FULL TIME POSITIONS	169.40	171.40	170.25	168.25
HOURLY/FTE POSITIONS	142.17	142.67	154.00	153.78



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

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$6,202,451	\$6,155,640	\$6,455,915	\$6,643,517
MAINTENANCE & OPERATIONS	3,663,484	3,536,819	3,405,341	3,162,623
CAPITAL OUTLAY	12,315	7,650	0	0
GRAND TOTAL	\$9,878,250	\$9,700,109	\$9,861,256	\$9,806,140
FULL TIME POSITIONS	47.75	50.75	48.75	50.75
HOURLY/FTE POSITIONS	2.00	2.00	2.00	2.00



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

ACCT NO. 0013010

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$858,648	\$756,213	\$786,682	\$1,080,499
MAINTENANCE & OPERATIONS	737,338	736,286	270,779	326,315
CAPITAL OUTLAY	11,863	5,326	0	0
GRAND TOTAL	\$1,607,849	\$1,497,825	\$1,057,461	\$1,406,814
FULL TIME POSITIONS	5.00	5.00	5.00	7.00
HOURLY/FTE POSITIONS	1.00	1.00	0.50	0.50

MISSION STATEMENT:

We build and sustain an extraordinary community. We do this by guiding and facilitating high quality projects, preserving the environment, and maintaining a strong economic and employment base, with a staff that is dedicated, knowledgeable and passionate about providing legendary service.

PROGRAM ACTIVITIES:

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

KEY ACHIEVEMENTS FOR 2017-18:

- Supported CED divisions and coordinated with other departments in processing scores of development requests, issuing hundreds of permits and performing thousands of next-day inspections, supporting community residents and businesses in providing a thriving economy while protecting the community character.
- Supported key economic development initiatives including the award-winning Bio, Tech and Beyond life sciences incubator, Life in Action™ talent attraction website, Mira Costa Technology Career Institute and the Innovate 78 regional collaboration model.
- Devoted significant staff resources to improving the customer usability of major IT strategic projects, specifically Enterprise Content Management (ECM).
- Continued to modernize and streamline operations, including scanning building plan prints and project files, to make them available in digital form and free up physical storage space.

KEY GOALS FOR 2018-19:

- Contribute resources to the inter-departmental team implementing the Climate Action Plan, and positively engage to make the compliance understandable and less onerous for new businesses.
- Coordinate with Public Works in updating the Engineering Standards, project conditions, and impact fees to be consistent with the General Plan and Mobility Plan.
- Continue to drive revitalization of the Village and Barrio through parking study data collection, adoption of the Village and Barrio Master Plan and a robust Village/Barrio component in the CIP.
- Continue to digitize historical documents for ease of customers and internal users.
- Continue implementation of the EnerGov permitting system, including upgrades and documentation, and start implementation of the next phase.
- Continue staff training and development with North Star Consulting.

SIGNIFICANT CHANGES:

- Transfer of 1.0 full-time Senior Office Specialist from Parks and Recreation to CED Administration.
- Transfer of 1.0 full-time Senior Program Manager from Housing and Neighborhood Services to CED Administration to better reflect workload.

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

ACCT NO. 0013020

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$307,276	\$248,657	\$420,133	\$317,235
MAINTENANCE & OPERATIONS	236,977	169,529	299,288	391,640
CAPITAL OUTLAY	0	2,324	0	0
GRAND TOTAL	\$544,253	\$420,510	\$719,421	\$708,875
FULL TIME POSITIONS	2.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

MISSION STATEMENT:

Strengthen the city's robust and diverse economy, support businesses, enhance the vitality of Carlsbad Village, 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 goal of supporting the expansion and retention of businesses. This is implemented through Economic Development's programs of attracting talent, expanding, attracting and retaining 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 2017-18:

- Managed fourth year of implementing the Life in Action® talent attraction brand by updating the logo with graphics, partnering with our hospitality industry, meeting with company human resources contacts and preparing up-to-date print and digital marketing materials. The city retained the services of a marketing consultant to help hone the messaging and tone of the brand's digital presence. Launched an Instagram site for Life in Action® to provide visual support of the brand's message.
- Monitored performance and supported achievement of goals for Bio, Tech and Beyond, the life sciences incubator, which completed its fifth year of operations with 18 tenants supporting 50 full time jobs. Assisted the city real estate manager to get the incubator's lease renewed for an additional two-year period. Met with all incubator tenants to discuss business resources to help support them.
- Implemented strategic programs and support for economic diversity. Provided chamber support including monthly articles for the Carlsbad Business Journal.
- Developed a comprehensive economic development services guide that outlines city, regional, state and federal resources to help businesses thrive. The guide was sent out to all active businesses in the city.
- Worked with north county cities to implement the 78 Corridor comprehensive economic development collaborative campaign (Innovate 78) and project.
- Addressed inquiries and meetings related to business expansion, attraction and retention efforts and assisted businesses through the development review process. In addition, economic development responded to many prospective businesses with information about relocating to Carlsbad.
- Maintained effective communication materials for business and citizen awareness including electronic newsletters, web posts on industry related topics, and current infographics showing overall economic indicators and industry-specific information on the city's strongest clusters.
- Conducted city-led study on the market for additional hospitality development within the city in collaboration with the CTBID. Presented new technology software solutions to the CTBID that is geared to support the hospitality industry.

KEY ACHIEVEMENTS FOR 2017-18 (continued):

- Hosted an entrepreneurship class in association with UC San Diego's Office of Innovation for local veterans. Over a dozen veteran business owners attended the six-week course.
- Worked with the Innovate78 cities to lead an industry discussion about how extended and workforce learning programs can meet the fast-changing needs of the business community. Programs from MiraCosta TCI, UC San Diego Extension, Palomar and CSU San Marcos all participated in a discussion with local industry leaders.
- Supported public outreach efforts for the Village, Barrio and Beach Area Parking Management Plan, including a special meeting for area parking lot stakeholders.
- Provided support and guidance to the Carlsbad Village Association to help them identify a more financially sustainable organizational structure, including coordinating two strategic planning sessions and participating on committees.
- Supported Village programs and partners by working with the Carlsbad Village Association, supporting existing programs and identifying new programs that will enhance the visibility of the Village throughout the community.
- Supported the release of the Village & Barrio Master Plan effort by reviewing major sections of the plan that intersect with the work of the Village Manager to enhance the experience and vitality in the Village.

KEY GOALS FOR 2018-19:

- Continue to grow the economic development talent attraction presence online with a strengthening of economic development-focused social media that drive connections and visitors to the Life in Action® website and implementing an active ambassadors initiative as part of this program.
- 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.
- Create a placemaking brand for Carlsbad Village that will enhance the area's visibility as an attractive place to shop, dine and enjoy the Southern California Coastal lifestyle.
- Work with departments to ensure that the city's Climate Action Plan implementation is as clear and easily implemented as possible with the least amount of impacts or restrictions to continued growth of our business community.
- Complete a retail study in the Village to inform decision making.
- Complete a lighting study in the Village to inform a pedestrian-oriented decorative lighting plan.
- Conduct the city's biennial survey of the business community.
- Revamp the www.CarlsbadLifeInAction website to align functionality with new logo, messaging and functionality to directly meet the needs of the brand's target audiences.
- Be a leader in the StartUp78 initiative including ensuring Carlsbad hosts at least one event during San Diego Startup Week

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 0013110

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,358,038	\$1,415,367	\$1,486,096	\$1,489,700
MAINTENANCE & OPERATIONS	414,689	509,103	802,127	791,830
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,772,727	\$1,924,470	\$2,288,223	\$2,281,530
FULL TIME POSITIONS	10.75	10.75	10.75	10.75
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

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, flood hazard, 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, building plans, 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 2017-18:

- Completed citywide street light study and implemented new engineering standards for street lights.
- Completed draft Transportation Demand Ordinance in partnership with Public Works.
- Participated in the preparation of the Village and Barrio Master Plan.
- Processed approximately 1,425 right-of-way permits.
- Review and conditioned over 300 discretionary permits.
- Processed over 1,700 engineering related permit applications.
- 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.

KEY GOALS FOR 2018-19:

- Complete TDM ordinance adoption.
- Continue updating the engineering standards to be consistent with the General Plan Mobility Element and the Village/Barrio Master Plan.
- Implementation of the Village and Barrio Master Plan engineering permits.
- Continue to refine all procedures and systems to increase the efficiency of project approvals.
- Continue to prepare engineering technicians and inspectors to perform storm water inspections.
- Complete the citywide street and pedestrian light study and update the engineering standards.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 0013210, 0013215, 0013220,
 1703210, 1713210, 1725110

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$2,542,353	\$2,540,566	\$2,607,955	\$2,601,601
MAINTENANCE & OPERATIONS	1,404,536	1,149,435	833,037	604,184
CAPITAL OUTLAY	452	0	0	0
GRAND TOTAL	\$3,947,341	\$3,690,001	\$3,440,992	\$3,205,785
FULL TIME POSITIONS	20.00	20.00	20.00	20.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00
GENERAL FUND	\$3,624,467	\$3,528,032	\$3,440,992	\$3,205,785
SPECIAL REVENUE	322,874	161,969	0	0
TOTAL FUNDING	\$3,947,341	\$3,690,001	\$3,440,992	\$3,205,785

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, Local Coastal Program, zoning, subdivision, 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 2017-18:

- Completed the third draft of the Village and Barrio Master Plan and released it for public review and comment.
- Completed a Sea Level Rise Vulnerability Assessment for the Local Coastal Program (LCP) update project.
- Obtained Housing and Community Development certification of the Housing Element Update.
- Completed the Village, Barrio and Beach Area Parking Study and Parking Management Plan and presented the plan to the City Council for acceptance.
- Amended the Growth Management Parks Performance Standard per the General Plan Lawsuit Settlement Agreement
- Revised the Accessory Dwelling Unit regulations and obtained Planning Commission, City Council, and Coastal Commission approval.
- Initiated Energy Conservation Ordinance work per the Climate Action Plan and settlement agreement.

PROGRAM: LAND USE PLANNING PAGE TWO
& PLANNING COMMISSION
FUND: GENERAL
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT
ACCT NO. 0013210, 0013215, 0013220,
1703210, 1713210, 1725110

KEY ACHIEVEMENTS FOR 2017-18 (continued):

- Prepared zoning ordinance revisions to allow auto repair and storage in the P-M Zone and received City Council approval.
- Completed review of SANDAG Series 14 growth forecast assumptions.
- Completed the update of the Cultural Resource Guidelines and conducted staff training.
- Worked with the California Coastal Commission and SANDAG Service Bureau on projects listed on the annual work plan developed as part of the pilot program staffing agreement.
- 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.
- Prepared and submitted Local Coastal Program Amendment applications for the Accessory Dwelling Unit, Auto Repair and Storage, and Prohibited Uses implementation plan amendments.
- Processed permits for city capital projects (park, beach access, sewer, water, drainage, and road projects).
- Continued to work with the Agricultural Conversion Mitigation Fee 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.
- Prepared and presented a public outreach policy to the City Council as required by the Settlement Agreement.
- Completed initial drafts of major sections of the LCP Land Use Plan including Chapters 2 – 6 and made progress on coastal zone boundary mapping with Coastal Commission staff.
- Completed substantial work on the comprehensive zoning code update (Articles 2-6).
- Review and commented on the draft Airport Master Plan Update and Program EIR.
- Represented the city on the SANDAG Regional Planning Technical Working group and Coastal Commission Monthly coordination meetings.
- Performed the environmental review on all private developments and city capital projects.
- Reviewed and approved the environmental section of all City Council staff reports.
- Completed the recruitment process for Administrative Secretary, Senior Office Specialist, Associate Planner, and Planning Technician positions.

KEY GOALS FOR 2018-19:

Top Quality Services

- Meet or exceed the following Planning Division Performance Measures:
 - 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.
- Complete local hearings on the Village & Barrio Master Plan Update and submit the LCPA application.
- Complete a draft of the updated Local Coastal Program (LCP) Land Use Plan in accordance with the requirements of the California Coastal Commission and Ocean Protection Council Grants awarded to the City of Carlsbad.
- Complete the draft of the updated Zoning Ordinance.
- Prepare the energy conservation ordinances identified in the Draft Climate Action Plan.
- Continue to revise procedures and policies to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning to the Planning Commission and City Council.
- Process all private development permits in a timely manner and ensure a high level of project quality.
- Continue to participate on the project team for the Carlsbad Coastal Corridor Project.
- Assist in the planning and approval process for the NCTD/SANDAG Railroad Double-tracking project.
- Review and process environmental reports and related documents.
- Represent the city in the Regional Housing Needs Allocation (RHNA) process with SANDAG.
- Explore developing a new agreement with the SANDAG Service Bureau to fund a staffing agreement with the California Coastal Commission to provide additional resources for early coordination and the timely review/processing of Carlsbad projects.
- Participate in the implementation of the EnerGov Permitting software.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 0013610

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,136,136	\$1,194,837	\$1,155,049	\$1,154,482
MAINTENANCE & OPERATIONS	869,944	972,466	1,200,110	1,048,654
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,006,080	\$2,167,303	\$2,355,159	\$2,203,136
FULL TIME POSITIONS	10.00	12.00	10.00	10.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	1.00

MISSION STATEMENT:

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 or remodeled residential, commercial and industrial structures.

KEY ACHIEVEMENTS FOR 2017-18:

- Issued over 4,800 permits valued at over \$350 million for various types of construction projects.
- Performed over 26,000 combination building inspections the next working day following an inspection request.
- Performed building inspections on over 450 new dwelling units and over 1,550,000 square feet of commercial/industrial development.
- Issued over 1,450 Photovoltaic (PV) energy systems permits and performed over 1,900 PV system inspections.
- Implemented California Green Code Waste Reduction Requirements and Recycling Requirements for all projects.
- Continued migration with metadata of historical files into HPRM for future public access.
- Over forty percent staff turnover with no significant change in service delivery.

KEY GOALS FOR 2018-19:

Top Quality Services

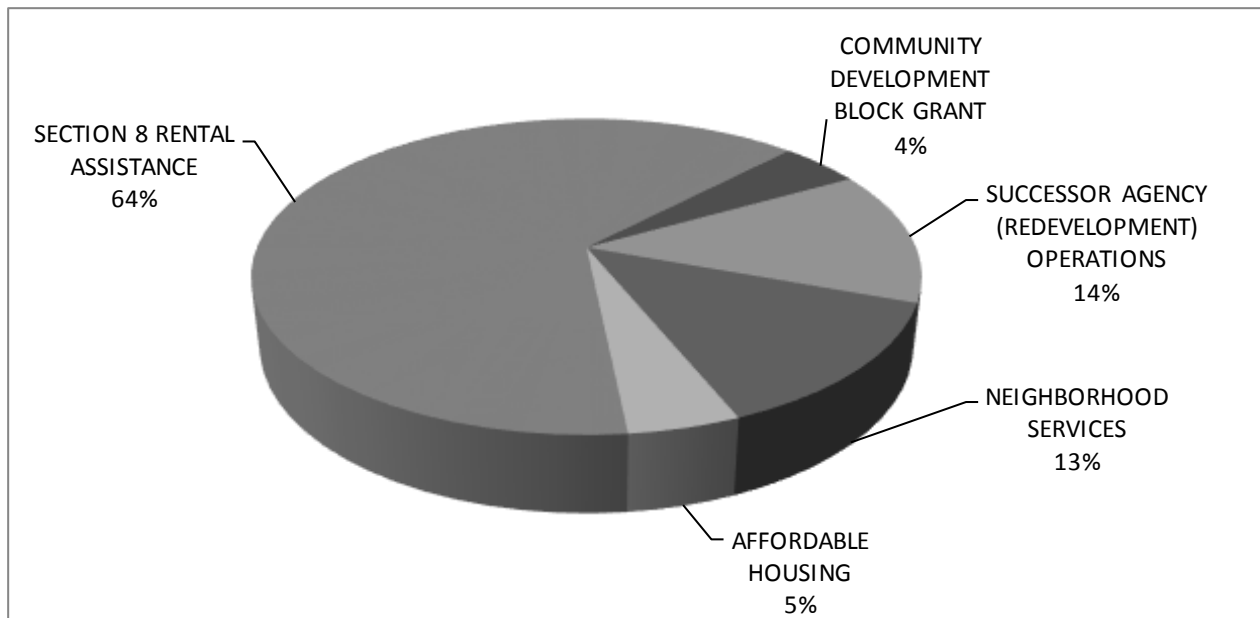
- Respond to 98 percent of requests for field inspections the next working day by using EnerGov IG inspect application, a priority-based system for inspection requests based on geographic routing. Provide storm water NPDES proactive inspection scheduling and effective project management.
- Improve processes and documentation of compliance of waste reduction requirements.
- Manage third party Building Permit Plan Check Reviews to achieve excellent turnaround times for business and residential projects.
- Update Building Division Records Management Program and continue to digitally store and retrieve permanent records. Complete conversion of 150,000 pages of stored plans into a digital format and migrate to the HPRM document management system.
- Provide specific staff development training for each employee on the California Building Codes, Storm Water regulations and accessibility for our disabled community.
- 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.
- Monitor customer service satisfaction surveys to improve Building Division's effectiveness and performance.

SIGNIFICANT CHANGES:

- None.

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,481,348	\$1,584,972	\$1,635,336	\$1,580,146
MAINTENANCE & OPERATIONS	11,157,863	9,175,324	8,604,139	9,555,026
CAPITAL OUTLAY	27,174	0	0	0
GRAND TOTAL	\$12,666,385	\$10,760,296	\$10,239,475	\$11,135,172
FULL TIME POSITIONS	13.00	13.00	13.00	12.00
HOURLY/FTE POSITIONS	0.34	0.84	2.34	2.34



PROGRAM: NEIGHBORHOOD SERVICES
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT ACCT NO. 0012510,
0012520, 0012910,
0012530, 1502810

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$487,133	\$632,068	\$722,847	\$635,281
MAINTENANCE & OPERATIONS	265,317	395,320	569,384	833,622
CAPITAL OUTLAY	27,174	0	0	0
GRAND TOTAL	\$779,624	\$1,027,388	\$1,292,231	\$1,468,903
FULL TIME POSITIONS	4.48	4.48	5.45	4.30
HOURLY/FTE POSITIONS	0.34	0.84	1.84	1.84
GENERAL FUND	\$769,624	\$1,021,746	\$1,282,231	\$1,458,903
SPECIAL REVENUE	10,000	5,642	10,000	10,000
TOTAL FUNDING	\$779,624	\$1,027,388	\$1,292,231	\$1,468,903

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 Enforcement

- 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.
- Carlsbad Student Leader Academy.
- Engage neighborhood leaders in enhancement efforts.
- Assist residents and business owners to address neighborhood issues and concerns.
- Manage the Nextdoor social media platform.

PROGRAM ACTIVITIES (continued):

Community Services Program

- Homeless Response Team
- 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 program.
- Manage the CityStuff program.

KEY ACHIEVEMENTS 2017-18:

- The City Council adopted the Homeless Response Plan in October of 2017, a coordinated effort by city staff to have a focused attention on the homeless response by the organization.
- In partnership with the YouSchool and Servant Leadership Institute, the city successfully implemented the Carlsbad Student Leader Academy. This program enabled the city to connect with 100 youth leaders in the community and develop their leadership skills.

KEY GOALS 2018-19:

- Continue to modernize Code Enforcement and increase education campaign for programs.
- Establish and continue strong neighborhood connections through various mediums.
- Establish community liaison programs and relationships.
- Continue in the efforts of the Homeless Response Plan for the city.
- Continue dissolution actions for the Carlsbad Redevelopment Agency.

SIGNIFICANT CHANGES:

- Code Enforcement continues to take a more proactive role in the community. Our staff has increased our part-time employees to work the full seven day week, enabling our staff to provide enhanced service to our residents daily.
- Reallocation of full-time staff within the Housing and Neighborhood Services department to better reflect workload.

PROGRAM: AFFORDABLE HOUSING
FUND: SPECIAL REVENUE
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 1332621

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$414,359	\$384,153	\$332,354	\$269,617
MAINTENANCE & OPERATIONS	153,220	168,433	214,535	241,372
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$567,579	\$552,586	\$546,889	\$510,989
FULL TIME POSITIONS	3.40	3.00	2.60	1.60
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

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 and 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 2017-18:

- Partnered with municipalities throughout San Diego County to successfully support furthering fair housing choices for all residents.
- Juniper at the Preserve opened in early 2018, expanding our number of affordable units to residents.

KEY GOALS 2018-19:

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

SIGNIFICANT CHANGES:

- Transfer of 1.0 full-time Senior Program Manager from Housing and Neighborhood Services to CED Administration to better reflect workload.

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

ACCT NO. 190XXXX

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$403,134	\$416,925	\$388,410	\$472,936
MAINTENANCE & OPERATIONS	5,710,768	6,460,312	6,298,030	6,640,888
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$6,113,902	\$6,877,237	\$6,686,440	\$7,113,824
FULL TIME POSITIONS	3.60	4.00	3.50	4.60
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 2017-18:

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

KEY GOALS 2018-19:

- Implement a new software program to improve operational efficiency and reduce the need for paper file storage and increase the ability for electronic file storage.

SIGNIFICANT CHANGES:

- Reallocation of full-time staff within the Housing and Neighborhood Services department to better reflect workload.

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

ACCT NO. 391XXXX

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$68,495	\$57,621	\$72,477	\$84,403
MAINTENANCE & OPERATIONS	254,335	692,902	435,319	432,496
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$322,830	\$750,523	\$507,796	\$516,899
FULL TIME POSITIONS	0.67	0.67	0.60	0.65
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 at least 2 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 2017-18:

- Provided funding assistance to 6 nonprofit, non-city organizations and assisted over 1,700 low income Carlsbad residents.
- Successful submission and HUD approval of the Annual CDBG Action Plan for FY 2018-19.

KEY GOALS 2018-19:

- Successful completion and submission of the FY 2017-18 Consolidated Annual Plan Evaluation Report (CAPER).
- 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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$108,227	\$94,205	\$119,248	\$117,909
MAINTENANCE & OPERATIONS	4,774,223	1,458,357	1,086,871	1,406,648
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$4,882,450	\$1,552,562	\$1,206,119	\$1,524,557
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 2017-18:

- 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 2018-19:

- 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.

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

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$7,191,347	\$7,358,145	\$7,873,598	\$7,815,302
MAINTENANCE & OPERATIONS	4,119,374	4,983,032	5,070,100	5,490,951
CAPITAL OUTLAY	991,690	525,812	0	0
GRAND TOTAL	\$12,302,411	\$12,866,989	\$12,943,698	\$13,306,253
FULL TIME POSITIONS	50.50	50.50	51.50	50.50
HOURLY/FTE POSITIONS	59.83	59.83	59.83	59.83

DEPARTMENT DESCRIPTION:

The Library & Cultural Arts Department provides educational, informational, and cultural arts services for all community members, which contributes to the quality of life by supporting lifelong learning, the pursuit of knowledge, and offering 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. The Carlsbad City Library is also home to the Ruby G. Schulman Auditorium and the William D. Cannon Art Gallery, which both offer a variety of visual arts, performing arts, and art education programming and services.

KEY ACHIEVEMENTS FOR 2017-18:

- Completed an arts and 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.
- Introduced data collection, analysis tools and research methods that enable staff to evaluate resource needs and allocation in relation to patron and community interests, and supports effective communication of the outcomes achieved through the services delivered.
- Advanced talent assessment and succession planning efforts.

KEY GOALS FOR 2018-19:

- Implement the Arts & Culture Plan, based on input from community, the Carlsbad Arts Commission and stakeholders and approval of the City Council. The plan identifies specific needs and priorities, cost estimates and potential funding mechanisms for future budget years.
- Continue work with a consultant to develop a system for aligning staffing with evolving services and priorities, capturing organizational knowledge and developing new and existing talent.
- Focus on outreach efforts with residents and community-based organizations to increase the community's access to programs and services.
- In partnership with Parks & Recreation, implement a new web-based venue booking and class registration software application, which will be more user-friendly, improving the experience of community members.

SIGNIFICANT CHANGES:

- To effectively and efficiently manage increased outreach efforts, the department has reclassified an existing position as a Community Relations Manager.
- Conversion of 1.0 FTE Limited Term Senior Program Manager to consultant to better meet the needs of the department.

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

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SUMMARY

WORKLOAD STATISTICS:

LIBRARY STATISTICS	FY14-15	FY15-16	FY 16-17
System-wide			
Reference questions	262,798	205,484	254,437
Circulation	1,293,282	1,103,090	1,243,228
People count	804,003	609,679	720,205
Computer use	114,946	84,295	89,365
e/Audio book use	44,164	53,628	61,510
Total volunteer hours	24,078	21,108	21,994
Children's programs/Attendance	1,040/45,947	933/34,134	1097/43,924
Adult programs/Attendance	567/14,037	373/20,516	832/18,658
Facility rentals/Attendance	892/50,841	519/34,391	818/53,815
Collections & Technical Services			
Items catalogued and processed	29,888	27,693	32,339
Items removed from collection	43,594	48,590	34,448
Literacy Programs			
Literacy learners	113	97	98
Literacy volunteer tutors	108	91	86
Literacy volunteer hours donated	11,341	10,753	10,704
CULTURAL ARTS STATISTICS	FY14-15	FY15-16	FY 16-17
Events/Attendance	80/87,000	88/85,000	79/79,067
Community Arts Grants/\$\$\$	23/\$50,000	22/\$50,000	19/\$80,000

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

ACCT NO. 0014010

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,593,087	\$1,592,753	\$1,812,826	\$1,587,101
MAINTENANCE & OPERATIONS	1,122,298	1,444,762	1,324,895	1,442,112
CAPITAL OUTLAY	697,134	469,621	0	0
GRAND TOTAL	\$3,412,519	\$3,507,136	\$3,137,721	\$3,029,213
FULL TIME POSITIONS	12.00	12.00	13.00	12.00
HOURLY/FTE POSITIONS	3.39	3.39	3.83	3.83

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, Historic Preservation Commission; the Friends of the Library, the Carlsbad Library & Arts Foundation, the Carlsbad Friends of the Arts, 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 & Cultural Arts services.
- Participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites.

KEY ACHIEVEMENTS FOR 2017-18:

- Finalized and presented to City Council the new Arts & Culture Plan.
- Launched staffing and succession planning efforts and adopted a strategic planning framework to align staffing with evolving services and priorities.
- Introduced data collection, analysis tools and research methods that enable staff to evaluate resource needs and allocation, in relation to patron and community interests, and supports effective communication of the outcomes achieved through the services delivered.
- Implemented public print and copy management system offering wireless capabilities and streamlined payment methods.
- Completed high-speed wireless upgrade at all three library facilities.
- Upgraded and installed new patron computers at all three library facilities.
- Implemented an app-based service to enable staff to perform circulation functions (e.g. check-out items, register new accounts) in the field using a mobile device.
- Negotiated a new tenant lease for Carlsbad City Library café space.

KEY GOALS FOR 2018-19:

- Advance succession planning efforts.
- Implement Arts & Culture Plan.
- Following lease negotiations, work with contracted operator to complete café tenant improvements and open the café at Carlsbad City Library.
- Implement enterprise software application for managing class registration, venue rentals, and event bookings and communicate with stakeholders.
- Administer California State Library grant funds to digitize and make available a historically significant collection and to deliver virtual reality programming in partnership with local business, GoPro.

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

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ACCT NO. 0014010

SIGNIFICANT CHANGES:

- To effectively and efficiently manage increased outreach efforts, the department has reclassified an existing position as a Community Relations Manager.
- Conversion of 1.0 FTE Limited Term Senior Program Manager to consultant to better meet the needs of the department.

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

ACCT NO. 0014015

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$977,200	\$1,005,090	\$1,107,795	\$1,118,550
MAINTENANCE & OPERATIONS	164,093	195,656	169,360	187,330
CAPITAL OUTLAY	23,647	0	0	0
GRAND TOTAL	\$1,164,940	\$1,200,746	\$1,277,155	\$1,305,880
FULL TIME POSITIONS	4.50	4.50	4.50	4.50
HOURLY/FTE POSITIONS	22.12	22.12	21.08	20.68

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 and audio/visual materials.
- 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.
- Collect retired flags from deposit boxes; bundle and deliver to Fire Department for proper disposal.
- Conduct an annual inventory of the collection.
- Maintain accuracy of user records through reports.
- Explain policy and procedures.
- Answer basic collection related questions.

KEY ACHIEVEMENTS FOR 2017-18:

- Continued assessment and redistribution of staff across facilities to better align with customer use and traffic patterns; transferred a Circulation Supervisor to Cole Library to enhance customer service and provide more training and mentoring for staff.
- Established an initial repository of circulation training videos to improve the new employee onboarding process.
- Simplified the ability to locate and re-shelve Children's picture books through improved labeling.
- Deployed an app-based service to enable staff to perform circulation functions (e.g. check-out items, register new accounts) in the field using a mobile device.

KEY GOALS FOR 2018-19:

- Expand catalog of circulation employee onboarding training videos to incorporate patron account activities performed by non-Circulation staff, thereby strengthening ability of any service desk staff member to address a broader range of patron needs.
- Explore efficiencies to improve the customer experience such as simplifying the self-service kiosk user interface and expanding the use of SMS messaging and email to better communicate with patrons.

SIGNIFICANT CHANGES:

- None.

**PROGRAM: REFERENCE, GENEALOGY & CARLSBAD
HISTORY SERVICES**

FUND: GENERAL

PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014016

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,628,755	\$1,781,315	\$1,809,442	\$1,848,239
MAINTENANCE & OPERATIONS	683,043	776,796	806,942	900,989
CAPITAL OUTLAY	0	11,407	0	0
GRAND TOTAL	\$2,311,798	\$2,569,518	\$2,616,384	\$2,749,228
FULL TIME POSITIONS	11.00	11.00	11.00	11.00
HOURLY/FTE POSITIONS	14.79	14.79	15.30	15.35

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 & Carlsbad History staff provides reference and instructional assistance to patrons researching their ancestry and preserves Carlsbad history materials for public research. The Division works closely with the North San Diego County Genealogical Society, a partner organization of the Carlsbad City Library, to provide educational genealogy programs for the community.

PROGRAM ACTIVITIES:

- Respond to in-person, telephone, email, and text reference questions; provide instruction, classes, and tours; assist the public with access to digital resources; administer services to homebound patrons.
- Support a collaborative learning environment where community members can express their creativity through digital photography and editing, 3D printing and design, coding and electronics, digital crafting and media conversion.
- Contribute to the management and selection of books, digital resources and other audiovisual materials, magazines, newspapers and related back files; facilitate book clubs and other programs for adults and teens.
- Manage the selection and organization of a 50,000 volume collection of genealogical resources, digital resources, over 40 archival historical collections and provide instruction and assistance to the public in the use of these resources.

KEY ACHIEVEMENTS FOR 2017-18:

- Established operations with the Exploration HUB at the Carlsbad City Library, reallocating staff to provide instruction and support on digital photography and editing, 3D printing and design, coding and electronics, digital crafting and media conversion.
- Introduced Books to Go book bike service and developed procedures and a marketing plan.
- Offered new adult and teen programs; virtual reality and compassion workshops and continued with successful programs such as Library Got Game, Grow Your Garden and ukulele classes.
- Documented the 50th anniversary of the Georgina Cole Library with physical and online exhibits featuring the Carlsbad History Collection.
- Used California State Library grant funds to digitize and make available a historically significant collection and to deliver virtual reality programming.

KEY GOALS FOR 2018-19:

- Recruit and onboard multiple new employees, following the retirements of long-term employees.
- Regularly schedule Books-To-Go book bike service and programming citywide.
- Digitize and remaster existing oral histories of local residents located in the Carlsbad History Collection.
- Extend Exploration HUB services through off-site delivery in northern Carlsbad.

**PROGRAM: REFERENCE, GENEALOGY & CARLSBAD
HISTORY SERVICES**
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

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ACCT NO. 0014016

KEY GOALS FOR 2018-19 (continued):

- Increase online patrons' access to digitized archival materials.
- Deliver virtual reality programming including 360-degree video instruction.
- Introduce data collection, analysis tools and research methods that enable staff to evaluate resource needs and allocation, in relation to patron and community interests, and supports effective communication of the outcomes achieved through the services delivered.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 0014035

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$913,831	\$944,271	\$955,862	\$962,373
MAINTENANCE & OPERATIONS	290,438	315,714	320,669	358,332
CAPITAL OUTLAY	27,302	0	0	0
GRAND TOTAL	\$1,231,571	\$1,259,985	\$1,276,531	\$1,320,705
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	5.79	5.79	5.55	5.55

WORK PROGRAM:

The Children's Services Division supports the educational, literacy, informational, cultural and recreational needs of young patrons from infants through tweens, as well as their parents, caregivers and teachers.

PROGRAM ACTIVITIES:

- Design curriculum for, and present, developmental programs for children year-round. This includes weekly early literacy story time programs that cover various developmental stages of babies through preschoolers.
- Design weekly educational and cultural programs for school-age children that promote a love of reading and learning by pairing stories with hands-on activities that support science, technology, engineering, arts and math.
- Develop and manage motivational reading programs for children of all ages, including the division's signature annual event, the Summer Reading Adventure (SRA).
- Promote reading by connecting children with books through readers' advisory.
- Contribute to the management and selection of books, digital resources and other audiovisual materials.
- Answer reference questions and provide assistance in using internet computers for research and homework.
- Manage the Homework Zone program which offers children in grades 1-12 personalized homework assistance.
- Provide library instruction and tours for children and other youth-related groups.
- Provide leadership opportunities and community service hours for hundreds of teens during the SRA.

KEY ACHIEVEMENTS FOR 2017-18:

- Evaluated and implemented changes in staffing and points of service at the Georgina Cole Library.
- Onboarded new children's services librarian and library assistant to fill vacancies left through retirement and promotion.
- Developed revamped summer reading program, which encourages reading in order to avoid skill loss during the summer, in a more convenient and flexible manner. Program now incorporates online tracking and rewards for time spent reading.
- Acquired and configured a web application which will allow patrons to participate in some library programs remotely.

KEY GOALS FOR 2018-19:

- Launch a new web application to library patrons this summer as part of the Summer Reading Adventure program. Explore other opportunities to incorporate the web application into additional library programs. Evaluate effectiveness of new service.
- Establish systemwide story time program content concepts.
- Introduce data collection, analysis tools and research methods that enable staff to evaluate resource needs and allocation, in relation to patron and community interests, and supports effective communication of the outcomes achieved through the services delivered.
- Transition teen services from Children's Division to Reference Services Division at the Georgina Cole Library.

SIGNIFICANT CHANGES:

- None.

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$772,225	\$753,444	\$797,454	\$819,610
MAINTENANCE & OPERATIONS	1,014,637	1,110,954	1,342,542	1,367,669
CAPITAL OUTLAY	37,101	42,320	0	0
GRAND TOTAL	\$1,823,963	\$1,906,718	\$2,139,996	\$2,187,279
FULL TIME POSITIONS	7.00	7.00	7.00	7.00
HOURLY/FTE POSITIONS	2.78	2.78	2.93	2.88
GENERAL FUND	\$1,740,740	\$1,783,992	\$2,029,996	\$2,067,864
SPECIAL REVENUE	83,223	122,726	110,000	119,415
TOTAL FUNDING	\$1,823,963	\$1,906,718	\$2,139,996	\$2,187,279

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, evaluate new content formats and devises new cataloging procedures as new formats are added.

PROGRAM ACTIVITIES:

- Coordinate selection, ordering, and receipt of print and non-print materials.
- Catalog newly purchased and gift print and non-print materials.
- Provide physical processing of newly added materials; repair damaged materials.
- Generate daily, monthly, and annual statistical and system management reports.
- Plan for new materials formats to add to the collection.
- Prepare division and library-wide materials budgets; monitor expenditures for division and materials.
- Keep collection current by removing outdated and unused materials and associated database records.

KEY ACHIEVEMENTS FOR 2017-18:

- Recategorized and relabeled science fiction/fantasy titles and music CDs to improve patrons' ability to locate materials of interest and speed up re-shelving of materials by staff.
- Cross-trained staff on division procedures and practices to promote efficiency, staff engagement and a shared understanding of purpose.
- Researched licensing options for streaming and downloadable media options to better meet patron demand for convenient online access to popular digital content.
- Tested and evaluated an updated web-based solution for cataloging newly-acquired materials. Results reflected the need for further development by the vendor prior to adoption by the division.

KEY GOALS FOR 2018-19:

- Continue to make materials easier for patrons to discover in the collection by improving labeling, location and organization of materials on the shelves.
- Further explore available streaming and downloadable media options to better meet patron demand for convenient online access to popular digital content.
- Review all standing documentation and ensure that, following the development of newly streamlined workflow practices, all written procedures reflect updated current division practices.
- Continue employee cross-training initiatives to build skills and ensure continuity of services during staff absences.

SIGNIFICANT CHANGES:

- None.

PROGRAM: BILINGUAL, LITERACY & LIFELONG LEARNING SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY & CULTURAL ARTS **ACCT NO. 0014055**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$442,040	\$458,272	\$479,894	\$488,599
MAINTENANCE & OPERATIONS	384,771	457,491	421,682	467,792
CAPITAL OUTLAY	12,753	0	0	0
GRAND TOTAL	\$839,564	\$915,763	\$901,576	\$956,391
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	5.70	5.70	5.66	5.66

WORK PROGRAM:

The Library Learning Center (LLC) 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, and 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 a 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.
- Leverage partnerships to expand offerings to the community, for example, Osher Lifelong Learning Institute, tax assistance programs, and MiraCosta College English as a Second Language programs.
- Provide technology tutoring to meet community needs, particularly across North Carlsbad.

KEY ACHIEVEMENTS FOR 2017-18:

- Increased English as a Second Language class offerings through a partnership with MiraCosta College to include a summer conversation class to meet community needs.
- Developed a marketing plan for the Career Online High School program, including a video and social media content to leverage the success of the first graduates.
- Improved the layout of the Learning Center's 1st floor service points to optimize customer service.
- Onboarded a new principal librarian to fill a vacancy left through retirement to lead the Learning Center.

KEY GOALS FOR 2018-19:

- Evaluate lifelong learning offerings to align with community needs.
- Increase community awareness of the Learning Center through expanded outreach efforts.
- Finalize the Learning Center's 1st floor public desk layout improvements by creating a space that better supports interpersonal interactions between library users and staff.
- Launch a new web application to library patrons as part of the Summer Reading Adventure program. Explore other opportunities to incorporate the web application into additional library programs.

SIGNIFICANT CHANGES:

- None.

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$267,470	\$293,751	\$310,359	\$326,925
MAINTENANCE & OPERATIONS	160,301	287,379	263,242	263,517
CAPITAL OUTLAY	48,252	2,464	0	0
GRAND TOTAL	\$476,023	\$583,594	\$573,601	\$590,442
FULL TIME POSITIONS	2.00	2.00	2.00	2.00
HOURLY/FTE POSITIONS	2.21	2.21	1.95	2.35
GENERAL FUND	\$382,699	\$396,967	\$413,601	\$460,092
SPECIAL REVENUE	93,324	186,627	160,000	130,350
TOTAL FUNDING	\$476,023	\$583,594	\$573,601	\$590,442

WORK PROGRAM:

The Community Relations Division coordinates the development, delivery and assessment of programs for the community, performs outreach to promote departmental services and identify community needs, advances new partnerships and provides a wide range of event management services and related activities in support of programs staged in the Ruby G. Schulman Auditorium, George and Patricia Gowland Meeting Room and other venues. Responsibilities include overseeing rental facility operations, facility scheduling and providing technical support for community and department-sponsored programs. Services provided include lighting and sound, presentation technology and multi-media support. In addition, the Community Relations Division assists with internal communications and external publicity for the department through managing the content and distribution of e-newsletters and digital signage, display and stocking of print collateral, and handling in-house reprint projects.

PROGRAM ACTIVITIES:

- Coordinate marketing and publicity with the city's Communications Office for library programs and services. This includes website communications, e-newsletters and social media initiatives.
- Plan, execute and evaluate programs including special events, author lectures, play readings, film series, poetry readings, writing workshops, and concert series.
- Provide support for city and community use of the 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 department programs.

KEY ACHIEVEMENTS FOR 2017-18:

- Assisted with cross-departmental effort to solicit, evaluate, select and configure an enterprise software application for managing venue rentals and event bookings.
- Updated the department's rental venue policy to clarify and simplify the booking process for staff and renters.
- Expanded outreach to community and business partners and leveraged data collection and analysis to better align program content with community goals and interests.
- Commenced review of all staff proposals for new programs targeting adults to better identify trends, leverage common themes and create a more consistent patron experience.

KEY GOALS FOR 2018-19:

- In partnership with Parks & Recreation, implement a new web-based venue booking and class registration software application, which will be more user-friendly, improving the experience of community members.
- Analyze and update rental procedures and policies including a rental fee schedule that reflects current market rates and simplifies the rental process.

PROGRAM:

COMMUNITY RELATIONS

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FUND:

GENERAL & SPECIAL REVENUE

PROGRAM GROUP:

LIBRARY & CULTURAL ARTS

ACCT NO. 0014060, 1454013

KEY GOALS FOR 2018-19 (continued):

- Evaluate customer demand, staffing capacity and viability of establishing new rental spaces within existing library facilities.
- Introduce data collection, analysis tools and research methods that enable staff to evaluate resource needs and allocation, in relation to patron and community interests, and supports effective communication of the outcomes achieved through the services delivered.

SIGNIFICANT CHANGES:

- None.

PROGRAM: CULTURAL ARTS
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

ACCT NO. 0014062-65, 67
 1484010-40, 1754010-65

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$596,739	\$529,249	\$599,966	\$663,905
MAINTENANCE & OPERATIONS	299,793	394,280	420,768	503,210
CAPITAL OUTLAY	145,501	0	0	0
GRAND TOTAL	\$1,042,033	\$923,529	\$1,020,734	\$1,167,115
FULL TIME POSITIONS	4.00	4.00	4.00	4.00
HOURLY/FTE POSITIONS	3.05	3.05	3.53	3.53
GENERAL FUND	\$1,011,242	\$891,556	\$963,198	\$1,108,965
SPECIAL REVENUE	30,791	31,973	57,536	58,150
TOTAL FUNDING	\$1,042,033	\$923,529	\$1,020,734	\$1,167,115

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.
- Present visual arts exhibitions, performing arts and film programming at the Ruby G. Schulman Auditorium, the William D. Cannon Art Gallery and other Carlsbad locations.
- Administer Community Arts Grant program with the Carlsbad Arts Commission and community arts stakeholders.
- 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 Three-Part-Art, Family Open Studios, arts camps, and partnering with Parks & Recreation at Leo Carrillo Ranch Historic Park.

KEY ACHIEVEMENTS FOR 2017-18:

- Improved audience experience at TGIF Concerts in the Parks through the addition of pre-show activities and updated safety procedures including designated aisles and expanded staff training.
- Maximized resources for community arts grants by introducing new application process and added new funding categories, resulting in an increase in applications and projects funded.
- In alignment with the Arts Commission's priorities, established roster of proposed projects based on the public art vision with new public art funding and including initial mural project at the Dove Library.
- Coordinated an extensive outreach campaign in support of developing a new Arts & Culture Plan.
- Launched a new performing arts series, Starring Artists, with financial support from the Friends of the Arts.
- Managed public art project as part of enhancements at Pine Avenue Community Park.

KEY GOALS FOR 2018-19:

- Implement a comprehensive arts and culture master plan based on input from community, Carlsbad Arts Commission and stakeholders and approval by the City Council.
- Install public art as enhancements at Dove and Cole Libraries, Aviara Community Park and in Carlsbad Village.
- Collaborate with various local organizations to enhance and broaden arts and cultural experiences in Carlsbad.
- Launch pilot partnerships with other city departments and community organizations such as Art in the Village.
- Introduce data collection, analysis tools and research methods that enable staff to evaluate resource needs and allocation, in relation to patron and community interests, and supports effective communication of the outcomes achieved through the services delivered.
- Develop strategies in multi-generational and multi-tiered programming to appeal to array of community members.

PROGRAM: CULTURAL ARTS
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: LIBRARY & CULTURAL ARTS

PAGE TWO

ACCT NO. 0014062-65, 67
1484010-40, 1754010-65

KEY GOALS FOR 2018-19 (continued):

- Develop portable outreach strategy to explore potential for non-site-specific programming, such as use of the TGIF mobile stage at community events.
- Reimagine performing arts series to reflect new trends and interests of an expanding audience.
- In partnership with Parks & Recreation, implement web-based software for managing arts camps registration which will be more user-friendly, improving the experience of community members.

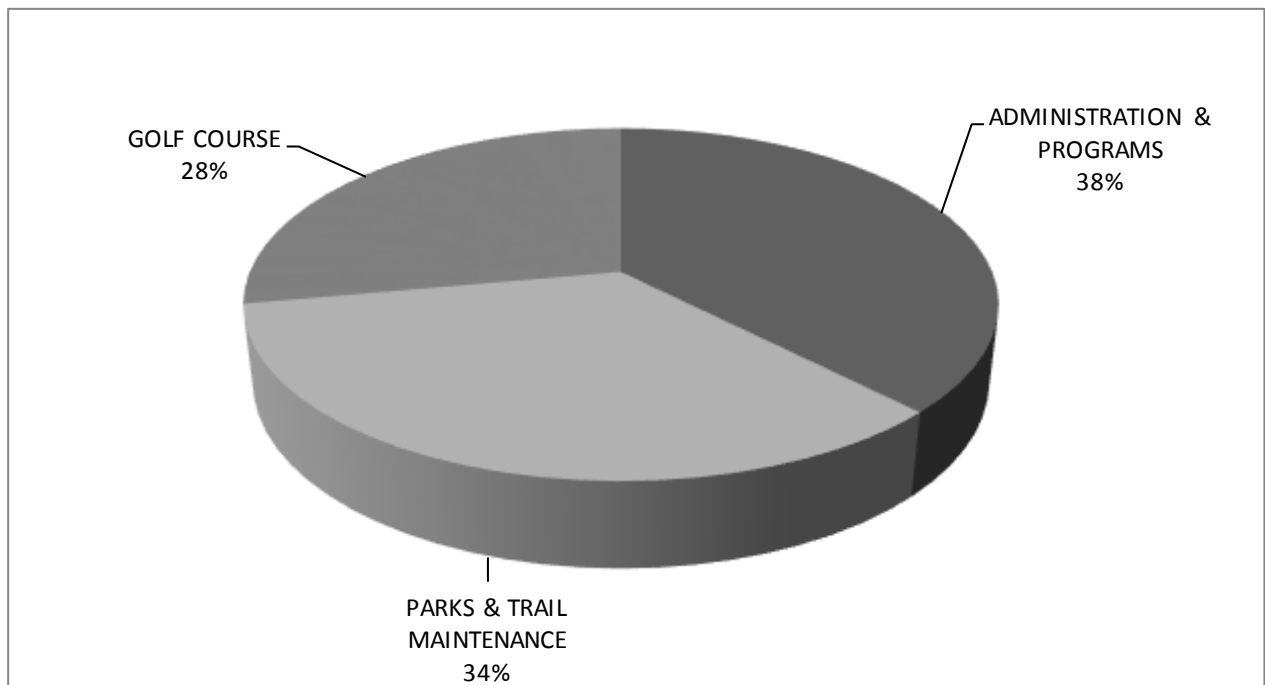
SIGNIFICANT CHANGES:

- None.

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

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$7,583,754	\$7,792,857	\$8,583,440	\$9,246,481
MAINTENANCE & OPERATIONS	15,827,898	16,449,333	16,324,975	18,102,161
CAPITAL OUTLAY	120,849	1,049,962	548,400	760,000
GRAND TOTAL	\$23,532,501	\$25,292,152	\$25,456,815	\$28,108,642
FULL TIME POSITIONS	58.15	57.15	57.00	55.00
HOURLY/FTE POSITIONS	80.00	80.00	89.83	89.61



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

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,577,210	\$1,572,687	\$1,610,738	\$1,888,461
MAINTENANCE & OPERATIONS	598,855	607,500	732,613	937,463
CAPITAL OUTLAY	12,448	20,297	0	0
GRAND TOTAL	\$2,188,513	\$2,200,484	\$2,343,351	\$2,825,924
FULL TIME POSITIONS	10.60	11.70	11.30	11.45
HOURLY/FTE POSITIONS	0.50	1.05	1.78	6.15
GENERAL FUND	\$2,130,411	\$2,111,137	\$2,192,484	\$2,692,324
SPECIAL REVENUE	58,102	89,347	150,867	133,600
TOTAL FUNDING	\$2,188,513	\$2,200,484	\$2,343,351	\$2,825,924

WORK PROGRAM:

The Parks & Recreation Department is accredited by the Commission for Accreditation of Park and Recreation Agencies for excellence in operation and service. Parks & Recreation Administration provides department leadership, planning, and administrative services to help develop and sustain quality parks and recreation programs.

PROGRAM ACTIVITIES:

- Evaluate and monitor business processes to improve operations and performance.
- Develop and monitor operating budget and annual Capital Improvement Program.
- Process and issue city special event permits.
- Enhance the citywide trails system through land acquisition, construction, maintenance, and volunteers.
- Oversee management agreement for The Crossings Golf Course.
- Monitor recreation programs with participant surveys and community outreach.
- Acquire funding and administer recreation program scholarships to low-income Carlsbad families.
- Design, produce, and distribute Community Services Guides.
- Provide liaison services with Parks & Recreation and Senior Commissions and Beach Preservation Committee.
- Update and implement master and strategic planning.

KEY ACHIEVEMENTS FOR 2017-18:

- Maintained national accreditation from the Commission for Accreditation of Parks and Recreation Agencies.
- Completed feasibility studies for a multigenerational community center and outdoor adventure park.
- Pursued long term lease agreement with the San Dieguito Union High School District to operate the La Costa Valley Sports Complex.
- Updated the Carlsbad Integrated Pest Management Plan.
- Completed RFP for management and operations agreement for The Crossings Golf Course.
- Completed RFB for parks maintenance services agreement for community parks and school athletic fields.
- Completed RFP process for new enterprise activity software agreement.
- Initiated traffic tracking software counters for beach access points.
- Upgraded community center digital sign boards to help promote and market parks & recreation activities.
- Updated AV equipment in the parks maintenance yard conference room.

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

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

KEY GOALS FOR 2018-19:

- Design, bid and replace synthetic turf on two fields at Stagecoach Community Park.
- Design, bid and oversee construction of the Hosp Grove Park Playground Refurbishment and Restroom project.
- Design, bid and oversee construction of the Cannon Park Restroom project.
- Complete conceptual designs for the Grand Avenue Restroom project.
- Conduct RFB to convert pathway and parking lot lighting to LED technology at three community parks.
- Conduct RFP for consulting services to assist with Veterans Memorial Park Master Plan.
- Complete construction of the Leo Carrillo Ranch Historic Park Stables/Chicken Coop Restroom project.
- Oversee construction of the Calavera Hills Community Park Gateway Improvements.
- Oversee construction of the Aviara Community Park Phase II Improvements.
- Oversee construction of the Poinsettia Community Park Phase III Improvements.
- Implement phase I of the Leo Carrillo Ranch Historic Park outdoor interpretive program and new visitor guide.
- Commence phase II recommendations of the Leo Carrillo Ranch Historic Park outdoor interpretive sign plan.
- Install traffic tracking software counters at additional beach access points and Lake Calavera trails.
- Configure and implement new enterprise activity software solution program.
- Create an enforceable code of conduct for the department.

SIGNIFICANT CHANGES:

- Part-time positions were reallocated within the department to reflect organizational changes.

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

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$3,495,572	\$3,670,832	\$4,122,617	\$4,520,085
MAINTENANCE & OPERATIONS	2,436,980	2,637,698	2,931,648	3,249,231
CAPITAL OUTLAY	4,662	56,415	0	0
GRAND TOTAL	\$5,937,214	\$6,364,945	\$7,054,265	\$7,769,316
FULL TIME POSITIONS	19.95	19.85	20.25	19.25
HOURLY/FTE POSITIONS	68.24	67.69	78.32	74.68
GENERAL FUND	\$5,914,519	\$6,328,980	\$6,965,765	\$7,698,116
SPECIAL REVENUE	22,695	35,965	88,500	71,200
TOTAL FUNDING	\$5,937,214	\$6,364,945	\$7,054,265	\$7,769,316

WORK PROGRAM:

The Parks & Recreation Department offers a wide range of programs and services for youth and adult sports, instructional classes, camps, aquatics, preschool, teens, seniors, and special events. The department also operates four community centers, a senior center, two aquatic centers, two historic sites, six community parks, two dog parks, two skate parks, and 15 other unique parks.

PROGRAM ACTIVITIES:

- Provide information, enrollment, and registration services for recreation programs and facilities.
- Collect and account for program revenue to ensure efficient and cost-effective programming.
- Supervise operations and coordinate programs at community centers, parks, and other city facilities.
- Process applications and issue permits for use of facilities.
- Promote fair and efficient use of athletic facilities for resident nonprofit sports organizations.
- Provide public access to the Agua Hedionda Lagoon via a use agreement with NRG.
- Issue lagoon use permits and distribute information regarding rules and regulations.
- Offer classes and camps for a wide range of ages and interests.
- Conduct historic park educational and interpretive programming.
- Instill values of good sportsmanship and respect in all recreation activities through T.R.U.S.T (Teaching Respect Unity Sportsmanship and Teamwork).
- Coordinate youth and adult competitive swim instruction and coaching.
- Schedule use of pools for school and club swim, water polo, and diving teams.
- Educate and train the public and city employees in first aid, Cardiopulmonary Resuscitation (CPR), Automated External Defibrillator (AED), and water rescue skills.
- Serve as a certification site for aquatics training programs through the American Red Cross.
- Provide parent participation preschool and toddler programs.
- Provide teen programs incorporating fun, creative, and healthy activities in a supervised environment.
- Arrange classes, seminars, professional services, and other learning opportunities for seniors.
- Provide transportation services to seniors between community locations to encourage connectivity.
- Provide congregate and home meals to seniors at little or no cost.
- Manage volunteer program which supports the Senior Center, Leo Carrillo Ranch, and signature special events.
- Create and offer a variety of special events for the community.

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

PAGE TWO

**ACCT NO. 0014520-44,
0014546-73/1434567**

KEY ACHIEVEMENTS FOR 2017-18:

- Hosted USA Swimming Speedo Sectional Championship at Alga Norte Aquatic Center.
- Implemented non-lethal, pesticide-free strategies to reduce foraging bees at Alga Norte Community Park.
- Maintained after school teen programs during construction of new teen center.
- Maintained senior services and programs during renovations at the Senior Center.
- Implemented a food waste diversion program for the Senior Nutrition Program.
- Partnered with triathlon consultant to help streamline operations and increase race participation.
- Implemented new amenities and programming at Pine Avenue Community Center and Gardens.
- Implemented innovative educational class programming at Leo Carrillo Ranch Historic Park, including the Dia de los Muertos event.
- Completed RFP for operations of year-round youth basketball programs and leagues.
- Implemented new security procedures to help safeguard empty facilities and provide better customer service.
- Provided the California History & Art Program free of charge to all Carlsbad 4th grade students.
- Earned two California Parks and Recreation Society awards for outstanding part-time and volunteer contributions.
- Operated an emergency shelter for over 200 evacuees during the Lilac Fire.
- Attained additional staff certification through the Certified Park and Recreation Professional program.
- Provided local board representation with the California Parks and Recreation Society.
- Partnered with the Police and Fire Departments to supplement in-service staff training.

KEY GOALS FOR 2018-19:

- Provide top quality services by listening, engaging, and responding to citizens.
- Monitor and evaluate all program offerings and fees to remain competitive within the market.
- Increase variety, participation, and revenue for instructional classes.
- Prepare and implement program plans for new amenities at Aviara and Poinsettia Community Parks.
- Increase participation in senior programs and classes to better serve this growing population.
- Monitor and alter the business model at Alga Norte Community Park to maximize cost recovery.
- Re-envision and implement California History & Art 4th grade program fundraising event.
- Complete RFP process for Senior Center meal services.

SIGNIFICANT CHANGES:

- Transfer of 1.0 full-time Senior Office Specialist from Parks and Recreation to CED Administration.

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$2,092,723	\$2,086,266	\$2,336,201	\$2,239,277
MAINTENANCE & OPERATIONS	4,421,309	4,662,565	4,519,591	5,531,212
CAPITAL OUTLAY	0	3,760	0	0
GRAND TOTAL	\$6,514,032	\$6,752,591	\$6,855,792	\$7,770,489
FULL TIME POSITIONS	23.10	21.20	21.00	19.35
HOURLY/FTE POSITIONS	9.41	9.41	7.98	7.25

WORK PROGRAM:

The Parks & Recreation Department maintains approximately 336 acres of community parks and special use areas, 47 miles of trails, and 685 acres of habitat preserves, urban forests and undeveloped land.

PROGRAM ACTIVITIES:

- Manage turf, irrigation, and landscaping at parks, civic facilities, beach accesses, and school athletic fields.
- Inspect and maintain restroom facilities and picnic areas.
- Inspect and maintain tennis and basketball courts, soccer, softball/baseball and multi-purpose fields, and tot lots.
- Maintain and repair park structures, athletic field lighting, play equipment, and other park fixtures.
- Inspect and prune all trees on a 4-year cycle, and a 2-year supplemental cycle for high maintenance trees.
- Maintain existing citywide trails, coordinate development of new trails, and manage the trail volunteer program.
- Oversee management and maintenance of preserves, urban forests, and undeveloped lands.
- Coordinate coastal activities with the State of California Parks & Recreation Department and lagoon foundations.

KEY ACHIEVEMENTS FOR 2017-18:

- Commenced a new parks maintenance services agreement for passive parks, facilities landscapes, streetscapes, medians, parkways, undeveloped park sites, urban forests, and trails.
- Revised draft update to the Carlsbad Trails Master Plan and corresponding environmental documents.
- Repaired concrete and resurfaced the Laguna Riviera Park tennis courts.
- Replaced the resilient rubberized surfacing at the Pine Avenue Park playground.
- Added shade canopies and equipment toppers to playgrounds at three community parks.
- Assumed maintenance of the Ocean Street Beach Access Improvements.

KEY GOALS FOR 2018-19:

- Commence a new parks maintenance services agreement for community parks and school athletic fields.
- Assume ongoing maintenance of the Aviara Community Park Phase II Improvements.
- Assume ongoing maintenance of the Poinsettia Community Park Phase III Improvements.
- Assume ongoing maintenance of the Calavera Hills Community Park Gateway Improvements.
- Assume ongoing maintenance of the Leo Carrillo Historic Ranch Stables and Restroom Improvements.
- Help implement the updated Carlsbad Trails Master Plan.
- Add shade canopies and equipment toppers to playgrounds at two community parks.
- Resurface three tennis courts and/or basketball courts at three community parks.
- Implement the updated Integrated Pest Management Plan.

SIGNIFICANT CHANGES:

- Eliminated 2.0 full-time vacant positions – 1.0 Maintenance Aide and 1.0 Park Maintenance Worker II.
- Addition of 1.0 full-time Parks Superintendent.

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

ACCT NO. 1605023

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$233,723	\$254,097	\$267,965	\$306,156
MAINTENANCE & OPERATIONS	307,303	348,325	304,416	405,515
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$541,026	\$602,422	\$572,381	\$711,671
FULL TIME POSITIONS	2.75	2.60	2.45	2.70
HOURLY/FTE POSITIONS	0.97	0.97	0.88	0.75

WORK PROGRAM:

The street tree maintenance assessment district provides maintenance to all city accepted street trees within the public right-of-way, including specialized maintenance for street trees in the Downtown Village.

PROGRAM ACTIVITIES:

- Inspect and prune city street trees on a 4-year cycle, and a 2-year supplemental cycle for high maintenance trees.
- Respond to approximately 600 street tree service requests and provide storm or emergency assistance.
- Replant street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.
- Assume maintenance responsibility of new street trees within approved development projects.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 1615024

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$184,526	\$208,975	\$245,919	\$292,502
MAINTENANCE & OPERATIONS	650,391	594,327	896,068	898,677
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$834,917	\$803,302	\$1,141,987	\$1,191,179
FULL TIME POSITIONS	1.75	1.80	2.00	2.25
HOURLY/FTE POSITIONS	0.88	0.88	0.87	0.78

WORK PROGRAM:

The median maintenance assessment district provides landscape and irrigation maintenance for approximately 68 acres of median planters and 9 acres of developed parkways, including the Downtown Village.

PROGRAM ACTIVITIES:

- Administer and oversee landscape and irrigation maintenance for all city median planters and developed parkways including litter control, weed abatement, pruning, shrub/tree refurbishment, and irrigation repairs.
- Inspect and prune median trees on a 4-year cycle, and a 2-year supplemental cycle for high maintenance trees.
- Perform plan checks, conduct inspections, and assume maintenance responsibility for new median planters and developed parkways constructed from city capital improvement projects and private development.

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 5724580

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	7,413,060	7,598,918	6,940,639	7,080,063
CAPITAL OUTLAY	103,739	969,490	548,400	760,000
GRAND TOTAL	\$7,516,799	\$8,568,408	\$7,489,039	\$7,840,063
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 an 18-hole championship municipal golf course and event facility offering visitors a magnificent setting in a relaxed California coastal environment. Amenities for public use and enjoyment include a 6,835 yard par 72 golf course, a clubhouse complete with a golf shop, players' lounge, banquet facilities, spacious fireplace-lit dining room, full-service kitchen, outdoor deck with ocean views and a three mile stretch of beautiful hiking trails which connect to Veterans Memorial Park. JC Management, Inc. manages this facility via an agreement with the Carlsbad Public Financing Authority.

PROGRAM ACTIVITIES:

- Administer management and operations agreement with JC Management, Inc.
- Maintain and renovate turf, landscaping, and irrigation systems.
- Maintain and repair clubhouse, snack bar, restrooms, and picnic areas available for patrons.
- Oversee food and beverage services at the Players' Lounge, Canyons Restaurant, and snack bar.
- Manage sales and marketing for golf and non-golf activities, special events, and gatherings.
- Train and oversee marshals, greeters, and assistants servicing the course and clubhouse.
- Respond to special projects and requests from various departments.

KEY ACHIEVEMENTS FOR 2017-18:

- Installed new water conservation and beautification landscape along Palomar Airport Road and College Blvd.
- Repaired and replaced mainline irrigation at various locations.
- Completed irrigation coverage analysis and implemented adjustments to improve course conditions.
- Continued a water conservation and turf replacement plan for areas out of play along Palomar Airport Road.
- Removed sediment from drainage devices that filled due to flooding.
- Replaced one of two pumps used to aerate the detention pond.
- Procured and installed audio-visual system for the Sunset Patio and Players' Lounge.
- Replaced flooring and dining chairs in the Players' Lounge and Canyons Restaurant.
- Upgraded IT systems in the clubhouse, Players' Lounge and Canyons Restaurant.
- Entered into a management and operations agreement with JC Management, Inc.

KEY GOALS FOR 2018-19:

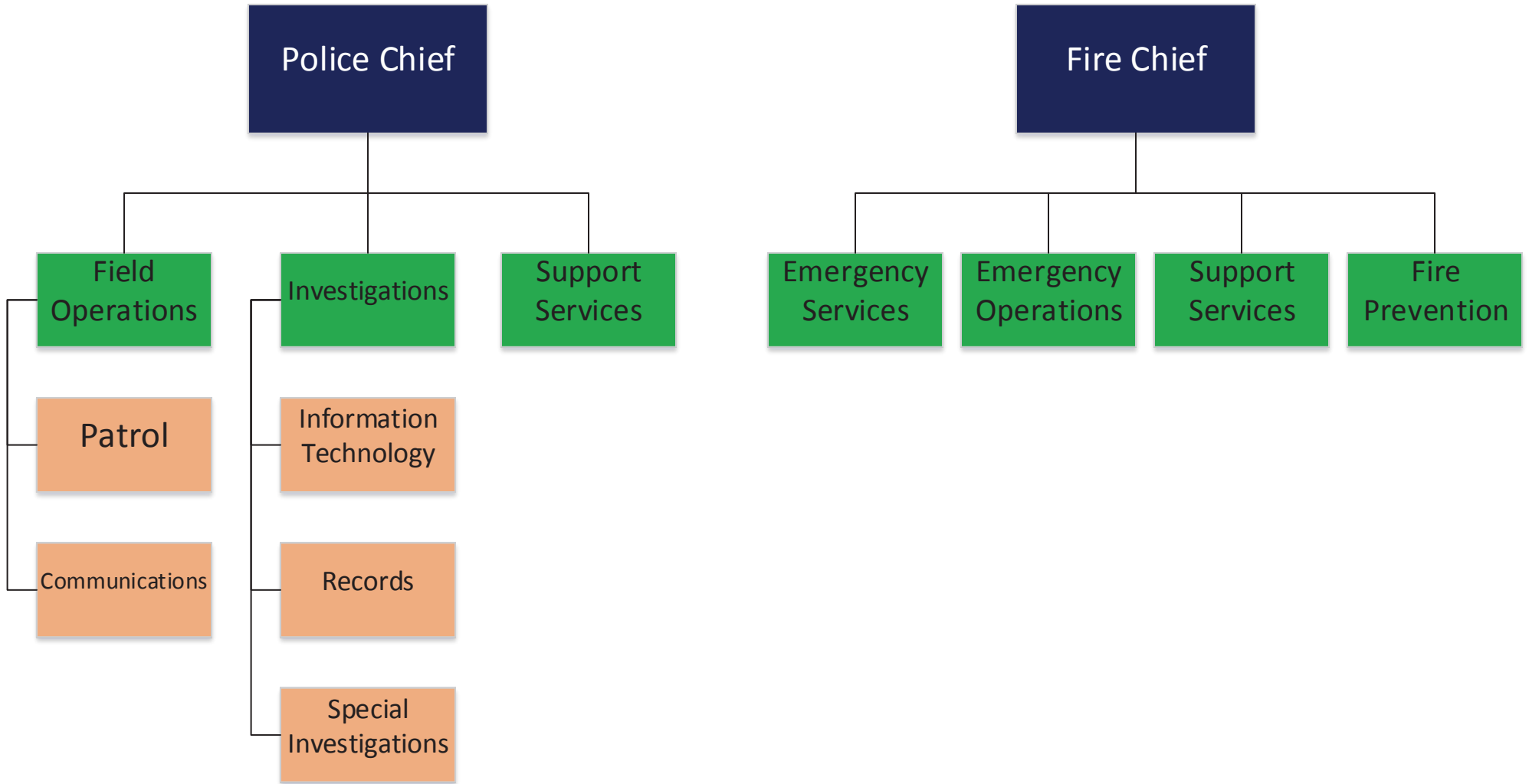
- Convert office space into a bridal preparation suite and restroom.
- Design and install an additional phase of beautification landscape along Palomar Airport Road and College Blvd.
- Replace turf, improve area drainage, and install beautification landscape at reception area of clubhouse.
- Implement the updated Integrated Pest Management Plan.

SIGNIFICANT CHANGES:

- None.

Public Safety

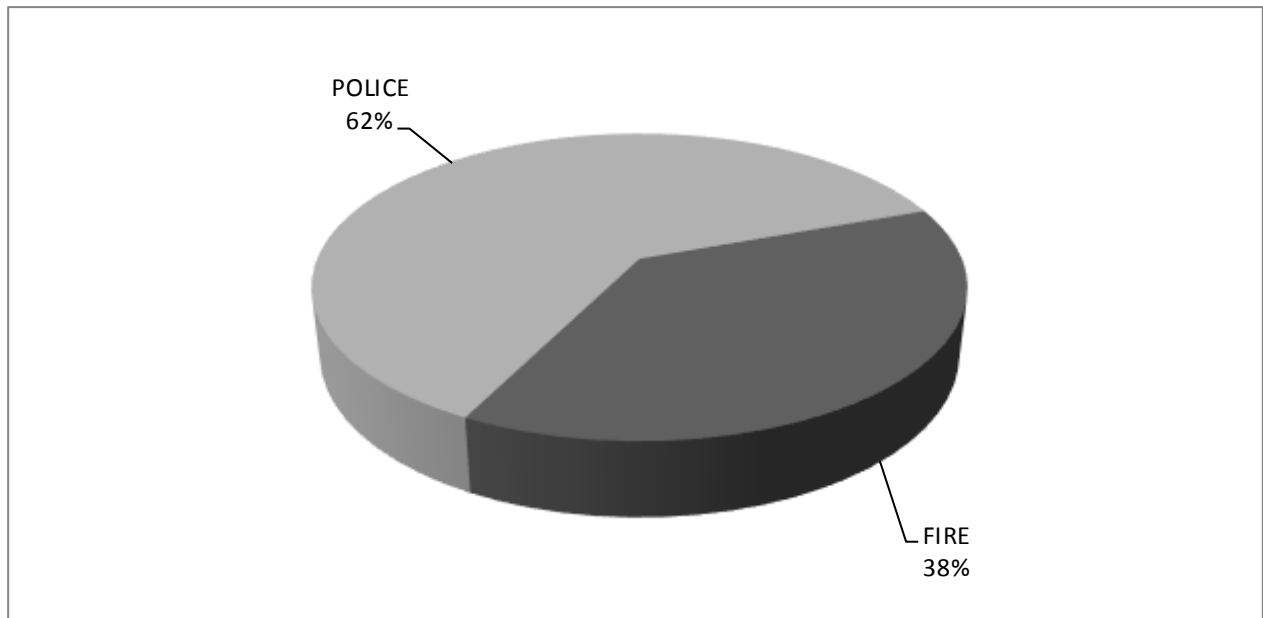
Org Chart by Function



PROGRAM: PUBLIC SAFETY
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: VARIOUS

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$40,457,695	\$42,724,269	\$45,978,541	\$47,383,078
MAINTENANCE & OPERATIONS	10,865,457	13,627,259	11,355,368	12,998,891
CAPITAL OUTLAY	982,149	1,042,061	64,614	186,941
GRAND TOTAL	\$52,305,301	\$57,393,589	\$57,398,523	\$60,568,910
FULL TIME POSITIONS	257.00	258.00	260.00	259.00
HOURLY/FTE POSITIONS	4.00	4.00	4.00	4.00



PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$16,213,109	\$16,667,292	\$17,305,640	\$18,240,299
MAINTENANCE & OPERATIONS	4,322,444	6,148,530	4,405,919	5,044,824
CAPITAL OUTLAY	191,523	431,838	44,213	0
GRAND TOTAL	\$20,727,076	\$23,247,660	\$21,755,772	\$23,285,123
FULL TIME POSITIONS	89.00	90.00	90.00	90.00
HOURLY/FTE POSITIONS	1.17	2.00	2.00	2.00

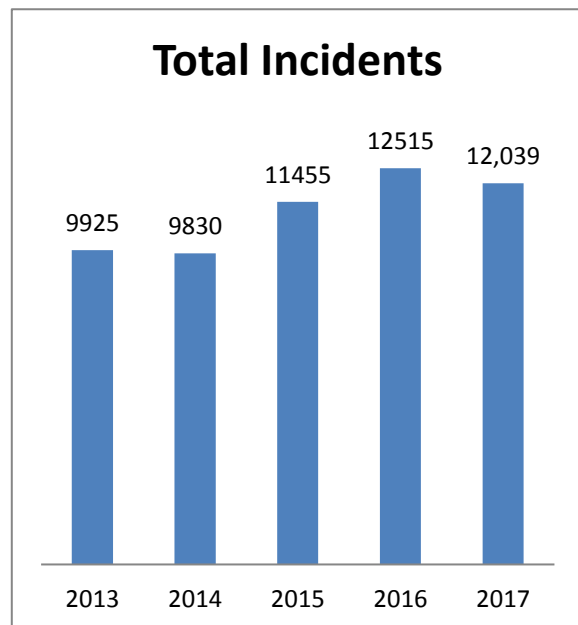
PROGRAM GROUP DESCRIPTION:

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:

911 Dispatcher	98%
Response Time	98%
Competence	98%
Courtesy	98%
Procedures Explained	95%
Pain Relieved	90%
Overall Satisfaction	98%

(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 responded to 12,039 incidents and reached the scene in six minutes or less, 61 percent of the time.

PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

KEY ACHIEVEMENTS FOR 2017-18:

- Increased training levels and added those programs which are necessary for our department to continue to deploy as “all-threat” and “all-risk.”
- Began data collection to move toward the completion of department accreditation for fire services.
- Updated electronic patient documentation to auto upload directly to the billing company.
- Replaced gas powered auto extrication equipment with electric, causing a decrease in deployment time to affect a rescue.

KEY GOALS FOR 2018-19:

- Increase professional development opportunities for administration and management staff.
- Maintenance and replacement of firefighting equipment.
- Firefighter health and wellness.
- Continue the process of department accreditation for fire services.

Fire Protection and Emergency Medical Services Performance Measures

Service Delivery/Benchmark	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17
All Emergency Responses <u>first</u> unit on scene in 06:00 minutes or less from the time of dispatch/90% of the time	64%	64%	64%	61%
All Emergency Responses <u>second</u> unit on scene in 09:00 minutes or less from the time of dispatch/90% of the time	76%	77%	77%	77%
Carlsbad Resident Survey-Fire/90% or greater satisfaction	95%	95%	94%	95%
Overall Emergency Medical Service/90% or greater satisfaction	97%	98%	98%	98%

SIGNIFICANT CHANGES:

- None.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012210

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$524,304	\$533,062	\$532,156	\$554,349
MAINTENANCE & OPERATIONS	6,094	34,757	159,246	148,276
CAPITAL OUTLAY	0	280,174	0	0
GRAND TOTAL	\$530,398	\$847,993	\$691,402	\$702,625
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	0.00	0.83	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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$14,383,400	\$14,889,942	\$15,205,714	\$16,043,337
MAINTENANCE & OPERATIONS	813,980	2,715,929	939,333	960,756
CAPITAL OUTLAY	191,523	145,436	44,213	0
GRAND TOTAL	\$15,388,903	\$17,751,307	\$16,189,260	\$17,004,093
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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$0	\$25,552	\$35,395	\$38,540
MAINTENANCE & OPERATIONS	40,759	34,270	103,045	103,080
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$40,759	\$59,822	\$138,440	\$141,620
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.00	0.50	0.50	0.50

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$159,020	\$156,227	\$152,143	\$156,969
MAINTENANCE & OPERATIONS	69,338	135,622	144,733	300,299
CAPITAL OUTLAY	0	5,734	0	0
GRAND TOTAL	\$228,358	\$297,583	\$296,876	\$457,268
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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$489,435	\$448,332	\$598,540	\$630,802
MAINTENANCE & OPERATIONS	3,287,542	3,063,511	2,839,567	3,250,841
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,776,977	\$3,511,843	\$3,438,107	\$3,881,643
FULL TIME POSITIONS	3.00	3.00	3.00	3.00
HOURLY/FTE POSITIONS	1.17	0.67	1.50	1.50

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.
- Participate 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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$656,950	\$614,177	\$781,692	\$816,302
MAINTENANCE & OPERATIONS	104,731	164,441	219,995	281,572
CAPITAL OUTLAY	0	494	0	0
GRAND TOTAL	\$761,681	\$779,112	\$1,001,687	\$1,097,874
FULL TIME POSITIONS	4.00	5.00	5.00	5.00
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 15 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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$24,244,586	\$26,056,977	\$28,672,901	\$29,142,779
MAINTENANCE & OPERATIONS	6,543,013	7,478,729	6,949,449	7,954,067
CAPITAL OUTLAY	790,626	610,223	20,401	186,941
GRAND TOTAL	\$31,578,225	\$34,145,929	\$35,642,751	\$37,283,787
FULL TIME POSITIONS	168.00	168.00	170.00	169.00
HOURLY/FTE POSITIONS	2.83	2.00	2.00	2.00

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 5.8 minutes. Sixty percent of priority one calls are answered in less than six minutes.

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 2017, Carlsbad's violent crime rate was 2.17 per 1,000 population and the property crime rate was 19.4 per 1,000 population. The county average for violent crime is 3.4 and for property crime is 16.7.

Community Satisfaction of Local Police Services

The Police Department measures citizen satisfaction with local police services through the yearly resident survey. In 2017, the police department received an 88.4% overall satisfaction rating.

KEY ACHIEVEMENTS FOR 2017-18:

- Formation of a homeless outreach team to address the homeless issues and provide them with resources.
- Implementation of the License Plate Reader programs.
- Provisional Police Ranger program to patrol the preserves, parks, beaches, and lagoons.

KEY GOALS FOR 2018-19:

- Increase staffing in patrol to accommodate the growing city.
- Continue to work on department's technology foundation to be more effective and efficient, acquire more timely and accurate data, and to support a data driven approach to policing.
- Continue training and professional development for succession planning.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012110

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$569,979	\$722,240	\$737,834	\$757,190
MAINTENANCE & OPERATIONS	921,588	983,254	1,164,387	4,541,471
CAPITAL OUTLAY	7,291	0	0	0
GRAND TOTAL	\$1,498,858	\$1,705,494	\$1,902,221	\$5,298,661
FULL TIME POSITIONS	6.00	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 2018-19:
 - Training and professional development.
 - Enhancing information technology to improve service levels and increase efficiency.
 - Collaboration - with other departments, cities, agencies, and community groups.
 - Innovation - using technology to provide the most efficient and effective service.
 - Engagement - using social media to engage the community.

SIGNIFICANT CHANGES:

- The Police Information Technology function has been transferred to the city’s IT Department. The direct expenses of this function (includes 5.0 FTE staff positions and related operating expenses) have been moved from the Police IT budget to the city’s IT budget. The maintenance and operations budget for Police Administration has been increased by an appropriate amount to account for expense chargebacks from the city’s IT Internal Service Fund.

PROGRAM: FIELD OPERATIONS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012120

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$11,087,111	\$12,661,825	\$14,226,749	\$13,775,917
MAINTENANCE & OPERATIONS	1,391,617	1,473,602	1,478,090	1,344,737
CAPITAL OUTLAY	441,835	373,112	0	119,173
GRAND TOTAL	\$12,920,563	\$14,508,539	\$15,704,839	\$15,239,827
FULL TIME POSITIONS	73.60	77.00	82.00	78.00
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.

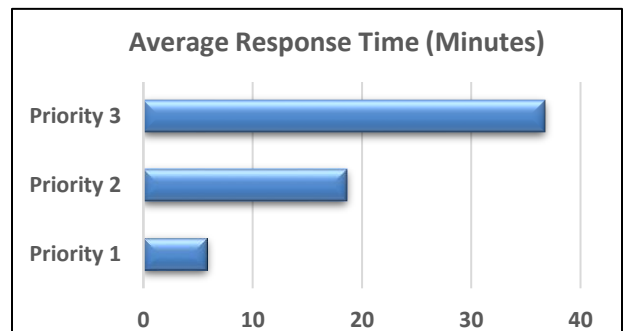
WORKLOAD STATISTICS:

	<u>CY2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>	<u>CY2017</u>
Police Activities/Calls for Service	87,976	91,314	92,061	84,858	90,760
Cases	8,296	8,349	9,253	8,884	8,643

PERFORMANCE/WORKLOAD MEASURES:

2017 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 3.5 percent of our total call volume in 2017. Priority two (urgent calls) and priority three (calls for reports) made up 86% percent of our total call volume. The remaining 10 percent were priority four calls.



SIGNIFICANT CHANGES:

- Positions were reallocated within the department to implement the Homeless Outreach Team.
- Conversion of 2.0 provisional full-time Ranger CSO's to permanent full-time employees.
- Addition of 3.0 full-time Police Officers.

PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

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

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,910,038	\$1,643,709	\$1,815,958	\$2,090,045
MAINTENANCE & OPERATIONS	485,252	524,351	505,246	550,437
CAPITAL OUTLAY	0	170,420	0	0
GRAND TOTAL	\$2,395,290	\$2,338,480	\$2,321,204	\$2,640,482
FULL TIME POSITIONS	12.00	12.00	10.00	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.

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.

PROGRAM: COMMUNITY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

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

PROGRAM ACTIVITIES (continued):

In-House Volunteers

- Provide general clerical assistance.
- Provide data entry assistance.
- Contact crime victims.
- Provide assistance with special assignments and projects.
- Provide assistance to the Crime Analysis Unit.

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:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: CANINE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012124

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$580,238	\$708,420	\$727,144	\$931,010
MAINTENANCE & OPERATIONS	151,438	219,188	151,591	88,197
CAPITAL OUTLAY	21,131	0	0	0
GRAND TOTAL	\$752,807	\$927,608	\$878,735	\$1,019,207
FULL TIME POSITIONS	4.00	4.00	4.00	5.00
HOURLY/FTE POSITIONS	0.00	0.00	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:

- Some positions were reallocated within the department's divisions to better reflect workload.

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

ACCT NO. 0012126, 2128, 2130, 2136

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$2,921,058	\$2,767,821	\$2,854,188	\$2,846,528
MAINTENANCE & OPERATIONS	387,889	564,320	318,648	386,408
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$3,308,947	\$3,332,141	\$3,172,836	\$3,232,936
FULL TIME POSITIONS	15.00	14.00	15.00	14.00
HOURLY/FTE POSITIONS	0.50	0.00	0.00	0.00

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 provide liability related input to command staff.

WORKLOAD STATISTICS:

	<u>CY2012</u>	<u>CY 2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>
Violent Crime Clearance Rate	50%	71%	92%	70%	55%
Property Crime Clearance Rate	16%	20%	21%	29%	15%

SIGNIFICANT CHANGES:

- Some positions were reallocated within the department's divisions to better reflect workload.

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

ACCT NO. 0012131

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$733,020	\$1,065,864	\$1,089,740	\$1,270,657
MAINTENANCE & OPERATIONS	98,750	57,103	79,492	76,735
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$831,770	\$1,122,967	\$1,169,232	\$1,347,392
FULL TIME POSITIONS	4.00	5.00	6.00	7.00
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:

- Some positions were reallocated within the department's divisions to better reflect workload.

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

ACCT NO. 0012132, 2143

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$554,825	\$473,848	\$491,597	\$613,716
MAINTENANCE & OPERATIONS	88,679	95,977	106,700	107,030
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$643,504	\$569,825	\$598,297	\$720,746
FULL TIME POSITIONS	4.00	4.00	3.00	4.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	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

- Partners 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:

- Some positions were reallocated within the department's divisions to better reflect workload.

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

ACCT NO. 0012133, 2145

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$594,264	\$634,380	\$661,776	\$703,544
MAINTENANCE & OPERATIONS	76,364	73,081	72,316	70,155
CAPITAL OUTLAY	0	0	16,470	1,616
GRAND TOTAL	\$670,628	\$707,461	\$750,562	\$775,315
FULL TIME POSITIONS	9.00	8.00	6.00	7.00
HOURLY/FTE POSITIONS	0.35	0.50	0.50	0.50

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 arrests, crime cases, citations, traffic collisions, and incident reports.
- Interact with public and other government/law enforcement agencies.
- Prepare reports for release according to law.
- Provide statistical data to State of California.
- Staff the front lobby.

WORKLOAD STATISTICS:

	<u>CY2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>	<u>CY2017</u>
Police Cases	8,296	8,349	9,253	8,884	8,643

SIGNIFICANT CHANGES:

- Implementation of a new records management system continues this fiscal year. The system, NetRMS, will create paperless reporting and distribution of reports throughout the department, creating new workload efficiencies.
- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: FAMILY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012134

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$955,566	\$894,000	\$1,051,663	\$660,501
MAINTENANCE & OPERATIONS	57,761	59,252	55,968	50,940
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,013,327	\$953,252	\$1,107,631	\$711,441
FULL TIME POSITIONS	6.00	6.00	6.00	3.00
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 including Juvenile Justice Panel, Project Aware, parenting skills classes, mentoring at-risk youth, fraud and elder abuse.

SIGNIFICANT CHANGES:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM:

TASK FORCES

FUND:

GENERAL

PROGRAM GROUP:

POLICE

ACCT NO. 0012135, 0012137

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$302,995	\$191,915	\$244,452	\$1,255,493
MAINTENANCE & OPERATIONS	50,093	45,573	48,394	64,371
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$353,088	\$237,488	\$292,846	\$1,319,864
FULL TIME POSITIONS	3.00	2.00	1.00	7.00
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. Program also includes the Crime Suppression Team (CST) and Homeless Outreach Team (HOT) which were implemented in 2017 to address issues with property crimes and homeless issues. These are proactive units that assist detectives and patrol officers in deterring crime.

SIGNIFICANT CHANGES:

- Reallocated headcount within department to move 6.0 full-time employees to Crime Suppression.

PROGRAM: SUPPORT SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012140

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$839,016	\$851,521	\$904,741	\$821,676
MAINTENANCE & OPERATIONS	196,369	247,250	188,582	248,546
CAPITAL OUTLAY	15,809	0	0	0
GRAND TOTAL	\$1,051,194	\$1,098,771	\$1,093,323	\$1,070,222
FULL TIME POSITIONS	5.00	4.00	5.00	4.00
HOURLY/FTE POSITIONS	1.00	1.00	1.00	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:

- Some positions were reallocated within the department's divisions to better reflect workload.

PROGRAM: COMMUNICATIONS CENTER
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012144

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$2,216,647	\$2,459,554	\$2,905,835	\$3,119,647
MAINTENANCE & OPERATIONS	210,598	194,280	214,040	230,990
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$2,427,245	\$2,653,834	\$3,119,875	\$3,350,637
FULL TIME POSITIONS	21.00	21.00	21.00	21.00
HOURLY/FTE POSITIONS	0.48	0.50	0.50	0.50

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>CY2013</u>	<u>CY2014</u>	<u>CY2015</u>	<u>CY2016</u>	<u>CY2017</u>
Police Activities	87,976	91,314	92,061	84,858	90,760
9-1-1 calls	26,901	28,864	29,765	27,410	29,144
Total Phone Calls	139,673	148,400	151,406	145,944	149,715

SIGNIFICANT CHANGES:

- None.

PROGRAM: INFORMATION TECHNOLOGY
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012147

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$729,034	\$784,230	\$811,990	\$0
MAINTENANCE & OPERATIONS	2,299,888	2,787,213	2,480,092	0
CAPITAL OUTLAY	14,734	1,984	0	0
GRAND TOTAL	\$3,043,656	\$3,573,427	\$3,292,082	\$0
FULL TIME POSITIONS	4.00	5.00	5.00	0.00
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.
- Maintain and develop the department's information technology infrastructure.
- Provide support to department users of information technology.
- Implement and install new technology.

SIGNIFICANT CHANGES:

- Many new projects were implemented, including the License Plate Reader system and NetRMS.
- Integration of the Police IT function into the citywide IT work program. Transfer of 5.0 FTE staff positions from the Police Department IT to the citywide IT Department.

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

ACCT NO. 1212110, 1222110

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	90,533	58,518	83,363	78,600
CAPITAL OUTLAY	59,171	54,568	3,931	10,000
GRAND TOTAL	\$149,704	\$113,086	\$87,294	\$88,600
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.

PLANNED PURCHASES FOR 2018-19:

- Subscription services
- Vehicle equipment
- Computer equipment

SIGNIFICANT CHANGES:

- None.

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

ACCT NO. 1232150

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$189,282	\$157,672	\$149,234	\$141,732
MAINTENANCE & OPERATIONS	3,720	28,123	2,540	115,000
CAPITAL OUTLAY	0	10,139	0	0
GRAND TOTAL	\$193,002	\$195,934	\$151,774	\$256,732
FULL TIME POSITIONS	1.40	1.00	1.00	1.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	0.00

WORK PROGRAM:

This is the eighteenth 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:

- None.

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

ACCT NO. 124-125XXXX

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$61,513	\$39,978	\$0	\$0
MAINTENANCE & OPERATIONS	32,474	67,644	0	0
CAPITAL OUTLAY	230,655	0	0	0
GRAND TOTAL	\$324,642	\$107,622	\$0	\$0
FULL TIME POSITIONS	0.00	0.00	0.00	0.00
HOURLY/FTE POSITIONS	0.50	0.00	0.00	0.00

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 2018-19 are summarized below:

The Police Department has requested approximately \$52,000 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:

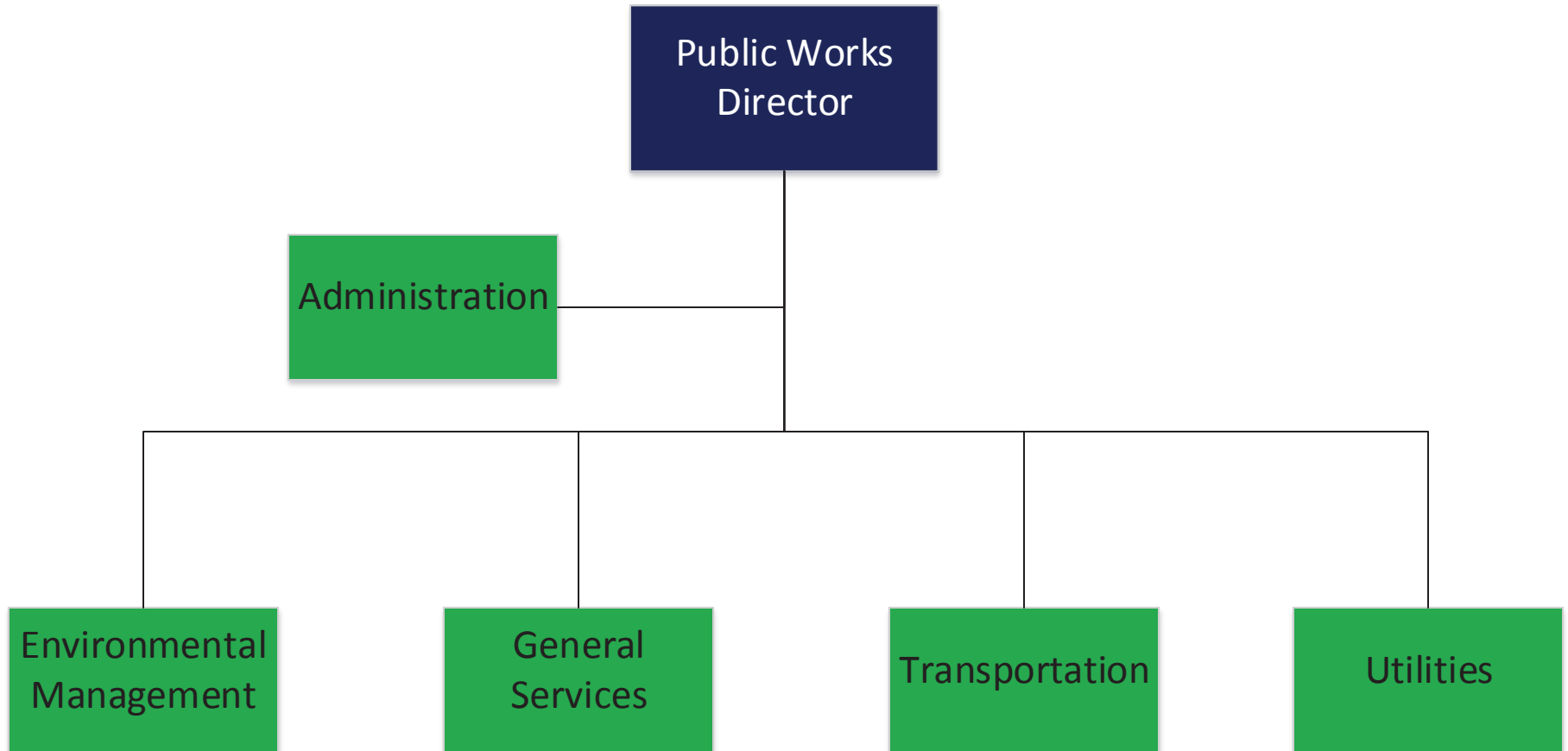
- None.





Public Works

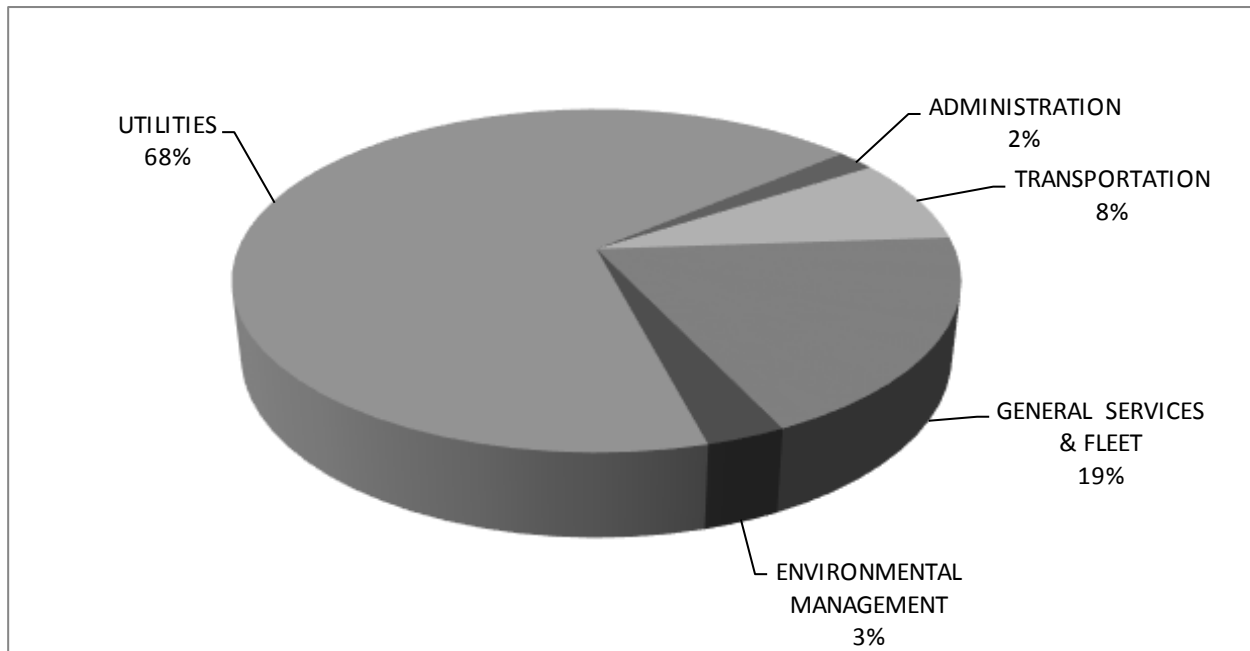
Org Chart by Function



PROGRAM: PUBLIC WORKS
FUND: GENERAL & SPECIAL REVENUE
PROGRAM GROUP: VARIOUS

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$18,249,420	\$18,069,627	\$20,832,657	\$21,168,389
MAINTENANCE & OPERATIONS	56,597,575	64,320,283	69,526,793	73,287,712
CAPITAL OUTLAY	3,154,777	1,549,513	2,404,800	4,231,662
GRAND TOTAL	\$78,001,772	\$83,939,423	\$92,764,250	\$98,687,763
FULL TIME POSITIONS	162.85	163.85	165.00	167.00
HOURLY/FTE POSITIONS	5.25	8.00	13.00	15.50



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

ACCT NO. 0018310

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,264,618	\$1,275,030	\$1,576,318	\$1,267,629
MAINTENANCE & OPERATIONS	428,996	561,472	543,578	555,094
CAPITAL OUTLAY	0	1,200	0	0
GRAND TOTAL	\$1,693,614	\$1,837,702	\$2,119,896	\$1,822,723
FULL TIME POSITIONS	8.05	9.85	10.90	7.65
HOURLY/FTE POSITIONS	0.00	0.00	1.00	1.00

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, 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 leadership and strategic vision for the entire Public Works department, and coordinated administrative support services 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, and records management.

KEY ACHIEVEMENTS FOR 2017-18:

- Initiated the process to develop a department wide strategic plan.
- Provided community engagement training to approximately 40 staff members.
- Developed formal procedures to standardize and streamline staff reports and staff onboarding processes.
- Awarded a contract for job order contracting program administration and issued first Request for Bid.
- Implemented process improvements to reduce Public Works contract processing times by more than 30 percent.
- Implemented use of digital signatures on minor Public Works contracts.

KEY GOALS FOR 2018-19:

- Continue to focus on employee coaching, development and training for staff at all levels throughout the department.
- Formalize quarterly training program for managers.
- Complete and operationalize findings from the strategic planning process.
- Initiate a department wide succession plan.
- Continue to implement the strategy for digitizing and importing department records into the HPRM system per the city's records retention schedule.
- Leverage technology and refine tools for reporting workload statistics and documenting current work processes.
- Continue improving systems management for all divisions department wide.
- Reduce use of paper and increase efficiency by expanding use of digital signatures, reducing printing of plans and specifications, and developing electronic bidding procedures.
- Continue to implement Job Order Contracting.

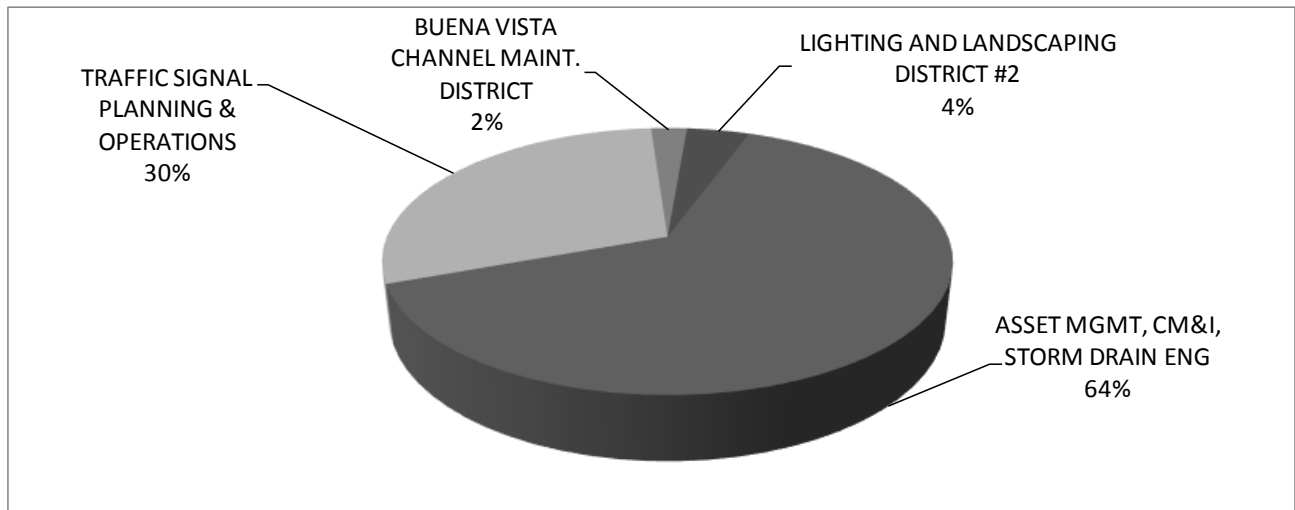
SIGNIFICANT CHANGES:

- Creation of an apprenticeship program as a training and development opportunity for staff at various levels.
- Positions were reallocated within the department to reflect organizational changes.

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

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$3,924,536	\$4,080,325	\$4,567,747	\$5,086,145
MAINTENANCE & OPERATIONS	2,195,442	2,145,800	2,365,401	2,942,784
CAPITAL OUTLAY	19,253	31,492	0	0
GRAND TOTAL	\$6,139,231	\$6,257,617	\$6,933,148	\$8,028,929
FULL TIME POSITIONS	29.75	33.00	32.00	35.00
HOURLY/FTE POSITIONS	0.00	1.50	2.00	2.00



PROGRAM: TRANSPORTATION AND STORM DRAIN ENGINEERING, ASSET MANAGEMENT, CAPITAL IMPROVEMENT PROGRAM ADMINISTRATION, AND CONSTRUCTION MANAGEMENT & INSPECTION

FUND: GENERAL

PROGRAM GROUP: TRANSPORTATION

ACCT NO. 0016310, 00185XX, 00187XX

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$2,887,235	\$3,040,774	\$3,414,913	\$3,818,349
MAINTENANCE & OPERATIONS	611,278	622,344	899,697	1,309,382
CAPITAL OUTLAY	0	31,492	0	0
GRAND TOTAL	\$3,498,513	\$3,694,610	\$4,314,610	\$5,127,731
FULL TIME POSITIONS	22.60	25.80	24.80	26.80
HOURLY/FTE POSITIONS	0.00	0.50	1.00	1.00

WORK PROGRAM:

These budgets support transportation and storm drain engineering, asset management, Capital Improvement Program administration and construction management & inspection services.

PROGRAM ACTIVITIES:

Transportation and Storm Drain Engineering, Asset Management and Capital Improvement Program Administration:

- Design transportation and drainage system Capital Improvement Program projects, prepare master plans, conduct special studies and investigations, and provide as-needed engineering services to the transportation and drainage maintenance and operations divisions. 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.
- Update and maintain the city's inventory of storm drain, transportation, and tree assets. Prepare and deliver mapping products and complete analysis of asset inventory data for various customers. Facilitate the utilization of the asset inventory data in coordination with the city's business systems staff and Geographic Information System Division.
- 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.

Construction Management and Inspection / Storm Water Inspection Services:

- Perform construction management and inspection for capital improvement projects and private developments. Provide design management services for various city client groups. Ensure construction of high quality public improvements. Minimize inconvenience to the public while ensuring safe work sites. Ensure construction project storm water compliance, special event storm water compliance and continue to oversee the Treatment Control Best Management Practices (TCBMP) Inspection Program.

KEY ACHIEVEMENTS FOR 2017-18:

Transportation and Storm Drain Engineering Projects Constructed

- 2017 Slurry Seal project.
- 2017 Pavement Overlay project.
- 2017 Concrete replacement project.
- Barrio ADA and sidewalk improvement project.
- Trails Roadway Crossing improvements.
- 2017 Bridge Preventive Maintenance project.
- Village ADA improvements.

PROGRAM: TRANSPORTATION AND STORM DRAIN ENGINEERING, ASSET MANAGEMENT, CAPITAL IMPROVEMENT PROGRAM ADMINISTRATION, AND CONSTRUCTION MANAGEMENT & INSPECTION

PAGE TWO

FUND: GENERAL

PROGRAM GROUP: TRANSPORTATION

ACCT NO. 0016310, 00185XX, 00187XX

KEY ACHIEVEMENTS FOR 2017-18 (continued):

Transportation and Storm Drain Engineering Projects Constructed (continued):

- Carlsbad Boulevard Beach Stairway Repairs.
- La Coruna and Nueva Castilla Way storm drain improvements.
- Carlsbad Boulevard over Encina Power Plant discharge channel bridge improvements.
- Faraday Avenue slope stabilization project.
- Carlsbad Blvd. north of Island Way storm drain improvements.
- Secured the Coastal Development Permit for the Carlsbad Boulevard revetment improvements.

Transportation and Storm Drain Engineering Design Completed

- 2018 Slurry Seal Project.
- 2018 Overlay Project.
- 2018 Concrete Replacement Project.
- Storm Drain Master Plan Facility BCA Improvements.
- Palomar Airport Road and Paseo Del Norte Left Turn Lane improvements.
- Palomar Airport Road and Paseo Del Norte Right Turn Lane improvements.
- La Costa Storm Drain Improvement Program (Piraeus Street).

Asset Management and Capital Improvement Program Administration Activities Completed

- Facilitated the preparation of the annual update to the city's Capital Improvement Program.
- Prepared and processed a variety of annual reports to various transportation agencies including SANDAG and Caltrans to secure funding for transportation Capital Improvement Program projects.
- Created asset inventory data associated with Transportation, Drainage and Parks assets.
- Produced a variety of atlas books, mapping products and data analysis for use by design, maintenance and operations staff.
- Completed the second phase of the storm drain condition Assessment program.

Construction Management and Stormwater Inspection

- Private Development
 - NOCs Recorded through March 2018: 10
 - ROWs Issued through March 2018: 258
- Capital Improvement Projects
 - NOCs Recorded through March 2018: 18
 - Projects with Payments through March 2018: 30
 - Value of Payments through March 2018: \$23,684,424
- Implemented program to exceed the required number of storm water (NPDES) inspections for active construction sites
- 100 percent of the required treatment control best management practices (TCBMP) inspections were completed prior to the start of the rainy season (Oct. 1).
- Ensured compliance with the Municipal Permit by conducting storm water inspections for special events throughout the city during and after normal business hours.
- Provided support and feedback for the implementation and improvement of Energov (permitting system) and iGInspect (iPad platform).
- Conducted workshops to review and comment on the Carlsbad Municipal Code to ensure alignment with current operations, procedures and best practices.
- Refunded \$2.4 million of private development deposits (Grading: \$1.9 million; Improvements: \$500k) for calendar year 2017
- "People First" training and development efforts to encourage staff to pursue additional certifications and degree programs.

PROGRAM: TRANSPORTATION AND STORM DRAIN ENGINEERING, ASSET MANAGEMENT, CAPITAL IMPROVEMENT PROGRAM ADMINISTRATION, AND CONSTRUCTION MANAGEMENT & INSPECTION PAGE THREE

FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 0016310, 00185XX, 00187XX

KEY GOALS FOR 2018-19:

Transportation and Storm Drain Engineering:

- Complete various ongoing transportation and drainage system Capital Improvement Program projects and provide engineering support service to the transportation and drainage maintenance and operations staff.

Asset Management and Capital Improvement Programs Administration

- Facilitate preparation of the annual update to the city's Capital Improvement Program.
- Continue work that supports the formation of Finance Districts as needed to facilitate the construction of public infrastructure throughout the City.
- Continue efforts to implement the General Plan and the Climate Action Plan.
- Continue updating and refining the inventory of the city's transportation, storm drain and tree assets and implementation of the data reviewer tool in concert with the creation of the inventory.
- Review existing CIP inventory and analyze consistency with General Plan update, Climate Action Plan, Commission and Council goals, and prioritize as appropriate.

Construction Management and Stormwater Inspection Services

- Complete construction of the Agua Hedionda Vista-Carlsbad interceptor sewer projects.
- Continue to train staff on storm water related regulations and support state Qualified Stormwater Practitioner (QSP) certification for several staff inspectors.
- Maintain TCBMP verification and maintenance requirements, and enforcement as needed.
- Use Master Service Agreements to manage Stormwater TCBMP Inspections.
- Continue to implement new storm water compliance procedures, forms, and enhancements throughout FY19 to comply with the new Energov permitting system, including a full Energov integration of storm water inspections for construction.
- Continue transition of project files and information into HPRM and Energov.
- Develop technical training for newer staff similar to APWA inspector certification training.
- Present a construction industry workshop focusing on storm water compliance for contractors and developers who work in Carlsbad.
- Initiate design-build process for Safety Center improvements project.
- Continue progress on the Maintenance & Operations Center design, CUP approval, and subsequent efforts as directed.
- Develop a Private Development Project Close-Out flow chart to provide to owners upon submission of permit application to aid in the understanding of the project close-out and bond release process.

SIGNIFICANT CHANGES:

- Full time positions were reallocated within Public Works to better reflect workload.

PROGRAM: TRANSPORTATION PLANNING, TRAFFIC ENGINEERING AND SIGNAL OPERATIONS
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION **ACCT NO. 00186XX**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,030,388	\$1,032,693	\$1,152,834	\$1,267,796
MAINTENANCE & OPERATIONS	1,232,256	1,214,257	965,156	1,098,406
CAPITAL OUTLAY	19,253	0	0	0
GRAND TOTAL	\$2,281,897	\$2,246,950	\$2,117,990	\$2,366,202
FULL TIME POSITIONS	7.15	7.20	7.20	8.20
HOURLY/FTE POSITIONS	0.00	1.00	1.00	1.00

WORK PROGRAM:

These budgets support the Traffic and Mobility Divisions which enhance mobility and safety citywide through ongoing transportation planning, traffic engineering and signal operations activities.

PROGRAM ACTIVITIES:

- Transportation Planning: Coordinate strategic planning related to transportation facilities, the General Plan Mobility Element and the Climate Action Plan.
- Traffic Engineering: Review, investigate, analyze, and resolve a wide variety of transportation issues, concerns, complaints, inquiries, and safety concerns. Respond to requests/concerns/complaints from the public regarding traffic control devices in the public right-of-way. Maintain records of collision reports, speed surveys and traffic counts. Review and approve traffic control plans for construction and special events. Implement the Carlsbad Residential Traffic Management Program.
- Traffic Signal Operations and Maintenance: Design, inspect, repair and maintain traffic signals, intelligent transportation systems, and communication equipment. Oversee and manage the traffic system operations from the Traffic Management Center (TMC). Provide utilities identification and mark out services for signal related infrastructure in conjunction with the Dig Alert System. Administer the city's Traffic Signal Maintenance Agreement and ensure timely response to service requests. Manage the Traffic Safety Commission. Establish speed zones. Manage the Traffic Monitoring Program in accordance with the Growth Management Plan.

KEY ACHIEVEMENTS FOR 2017-18

- Supported the development of the Village Parking Study.
- Advanced the development of the Transportation Demand Management Program, the Trolley Feasibility Study and the Sustainable Mobility Plan.
- Held public meetings with residents from six neighborhoods (Cadencia Street, Corintia Street, Daisy Avenue, Estrella de Mar Road, Trieste Drive and Harbor Drive) to propose traffic calming solutions per the Carlsbad Residential Traffic Management Program.
- Developed new speed cushion dimensions and installed prototype on West Oaks Way for performance testing by Police and Fire Department.
- Developed a project to implement speed feedback signs on various city streets in response to speeding concerns.
- Implemented wider bicycle lanes and buffers on El Camino Real as part of the pavement management program.
- Completed Phase II of the installation of the automated traffic monitoring system (BlueTOAD).
- Completed the Adaptive Traffic Signal Pilot Project and documented results.
- Completed the Request for Bids and awarded the adaptive traffic signal equipment master purchase agreement.
- Prepared the new Traffic Impact Analysis Guidelines.
- Completed safety improvements to the traffic signal serving La Costa Canyon High School and Stagecoach Community Park.

PROGRAM: TRANSPORTATION PLANNING, TRAFFIC ENGINEERING, AND SIGNALS OPERATIONS **PAGE TWO**
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION **ACCT NO. 00186XX**

KEY ACHIEVEMENTS FOR 2017-18 (continued):

- Managed the signal maintenance contract that resolved 1,276 service requests including 340 mark-outs for Dig Alert System
- Supported the development of the Job Order Contract for traffic signal repairs.

KEY GOALS FOR 2018-19

- Complete the development of the Transportation Demand Management (TDM) program and ordinance in accordance with the Climate Action Plan and the General Plan Mobility Element.
- Complete the Sustainable Mobility Plan.
- Complete the Trolley Feasibility Study.
- Prepare the traffic study associated with the Poinsettia 61 development and identify proposed improvements.
- Continue updating the Engineering Standards in accordance with the General Plan Mobility Element.
- Continue to develop the Carlsbad Walk+Bike program and facilitate a bike share program for local businesses.
- Continue the implementation of the traffic calming improvements on residential streets per the Carlsbad Residential Traffic Management Program.
- Implement the new Growth Management monitoring program for transportation facilities in conjunction with the General Plan Mobility Element.
- Develop the Traffic Signal Master Plan.
- Purchase and install new traffic signal controllers.

SIGNIFICANT CHANGES:

- Addition of 1.0 full-time City Traffic Engineer.

PROGRAM:

LIGHTING & LANDSCAPING DISTRICT NO. 2

FUND:

SPECIAL REVENUE

PROGRAM GROUP:

TRANSPORTATION

ACCT NO. 164XXXX

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$0	\$0	\$0	\$0
MAINTENANCE & OPERATIONS	242,802	219,003	310,420	340,114
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$242,802	\$219,003	\$310,420	\$340,114
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 15 zones in District No. 2 are Calavera Hills II, Kelly Ranch, Oaks South, Thompson/Tabata, Palomar Forum/Raceway, Bressi Ranch, the Greens, the Ridge, Oaks North Industrial, Robertson Ranch East Village, Oaks North Residential, La Costa Town Square, Fair Oaks Valley, Quarry Creek and Robertson Ranch West Village developments.

SIGNIFICANT CHANGES:

- None.

PROGRAM: BUENA VISTA CREEK CHANNEL MAINTENANCE
FUND: SPECIAL REVENUE
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 1636312

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$6,913	\$6,858	\$0	\$0
MAINTENANCE & OPERATIONS	109,106	90,196	190,128	194,882
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$116,019	\$97,054	\$190,128	\$194,882
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.
- 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 and 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 2017-18:

- Retained a contracted program manager for this and other long-term mitigation sites associated with Capital Improvement Program projects.
- Completed a channel geometry survey to provide the foundation for analysis and permitting activities.
- Coordinated with the Community and Economic Development regarding the proposed Inns at Buena Vista Creek.
- Coordinated with the Carlsbad Police Department Homeless Outreach Team.
- Maintained compliance with California Environmental Quality Act (CEQA) and environmental permitting.
- Cleared one fifth of the northern half of the channel length.
- Maintained the drainage outfalls entering the channel from Oceanside.
- Removed exotic plants and trash.
- Prepared and submitted monitoring reports as required by agency permits.

KEY GOALS FOR 2018-19:

- Continue compliance with California Environmental Quality Act (CEQA) and environmental permitting.
- Continue monitoring and reporting as required by agency permits.
- Continue coordination with the Carlsbad Police Department Homeless Outreach Team.
- Continue coordination with Community and Economic Development regarding the proposed Inns at Buena Vista Creek.
- Clear one fifth of the northern half of the channel length.
- Maintain the drainage outfalls entering the channel from Oceanside.
- Continue exotic plant and trash removal.

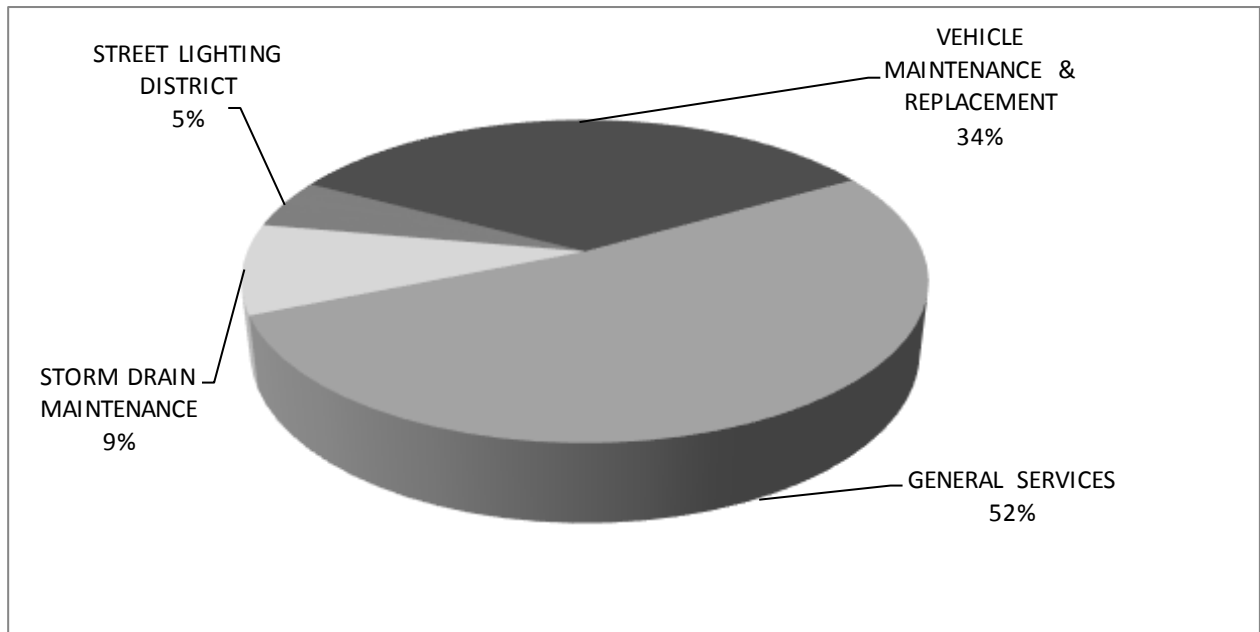
SIGNIFICANT CHANGES:

- None.

PROGRAM: GENERAL SERVICES
FUND: VARIOUS
PROGRAM GROUP: GENERAL SERVICES

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$5,308,643	\$5,105,853	\$5,621,670	\$5,875,881
MAINTENANCE & OPERATIONS	7,184,460	6,930,063	8,727,121	8,514,847
CAPITAL OUTLAY	3,005,023	1,501,624	2,404,800	4,231,662
GRAND TOTAL	\$15,498,126	\$13,537,540	\$16,753,591	\$18,622,390
FULL TIME POSITIONS	55.70	51.30	52.15	53.00
HOURLY/FTE POSITIONS	4.75	6.00	8.00	10.50



**PROGRAM: FACILITIES MAINTENANCE, STREET AND STORM
DRAIN MAINTENANCE, AND SAFETY TRAINING
CENTER**

FUND: VARIOUS

PROGRAM GROUP: GENERAL SERVICES

**ACCT NO. 0015310, 0015320,
0018410, 3155110, 5216310**

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$4,361,004	\$4,239,687	\$4,535,042	\$4,789,378
MAINTENANCE & OPERATIONS	4,782,909	4,743,107	5,608,639	5,824,553
CAPITAL OUTLAY	129,102	187,880	75,000	50,000
GRAND TOTAL	\$9,273,015	\$9,170,674	\$10,218,681	\$10,663,931
FULL TIME POSITIONS	45.45	41.05	42.10	43.00
HOURLY/FTE POSITIONS	4.25	5.00	7.00	9.50
GENERAL FUND	7,882,987	7,779,659	8,353,243	8,766,722
ENTERPRISE FUND	1,346,696	1,347,144	1,821,438	1,852,209
SPECIAL REVENUE	43,332	43,871	44,000	45,000
TOTAL FUNDING	\$9,273,015	\$9,170,674	\$10,218,681	\$10,663,931

WORK PROGRAM:

This program includes operations and administration of Facilities Maintenance, Streets and Storm Drain Maintenance and incident response, and the management and maintenance of the Safety Training Center.

PROGRAM ACTIVITIES:

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 renovate city facilities to accommodate programmatic changes for city departments.
- Provide assistance in the relocation of staff and/or office furnishings as required.
- Provide professional level custodial services for all city facilities by using a combination of city staff and contract services.
- Prepare and manage contracts for all building maintenance services.
- Provide organization-wide consulting services for departmental facility modification and upgrades.

Streets and Storm Drain Maintenance

- Roadside Maintenance: maintain over 900 lane miles of city roadway infrastructure. 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 specialty signs throughout the city.
- Asphalt Maintenance: crack sealing, surface patching, trench repair, pavement repairs, and pothole patching.
- Concrete Maintenance: Sidewalk, curb and gutter repair/replacement.
- Paint Maintenance: pavement markings and delineators including long-line striping, crosswalks, stop and yield bars, pavement markings and messages as well as curb painting. Also included are painting retaining walls, handrails, guardrails and graffiti removal on public property.
- Storm Drain Maintenance: inspection and removal of waste and debris from the city's storm-drain system each year. 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 citywide. The program is also responsible for managing and monitoring all nonhazardous materials cleanup on public property.

PROGRAM: FACILITIES MAINTENANCE, STREET PAGE TWO
AND STORM DRAIN MAINTENANCE, AND SAFETY
TRAINING CENTER

FUND: VARIOUS
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 0015310, 0015320,
0018410, 3155110, 5216310

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 2017-18:

Facilities

- Completed ongoing portions of the Faraday building remodel including new carpet installation.
- Implemented technical upgrades including security and monitoring at select facilities.
- Completed access control technology at Faraday, Dove and Cole Libraries, Senior Center, Information Technology and the Library Learning Center.
- Completed paint refurbishment of the Senior Center.
- Upgraded the maintenance management system and implemented City at Your Service mobile app.
- Remodeled south wing of City Hall for Housing and Neighborhood Services relocation.
- Upgraded windows at Fire Station 1 to support Climate Action Plan.
- Completed 1,127 of service requests and project completion of an additional 700 requests by end of fiscal year 2018.
- Upgraded custodial response to County declared emergency of the Hepatitis A outbreak.
- Completed interior remodeling and replaced roofing and HVAC at City Hall.

Streets and Storm Drain Maintenance

- Completed 2017-18 road assessments for the engineering department's pavement rehabilitation program.
- Maintained a cost of \$9/sq. ft. of city installed concrete work orders.
- Inspected and cleaned 100 percent of high priority storm-drain inlets.
- Coordinate street sweeping schedule with information available on the city's website.
- Fulfilled all requirements to maintain compliance with the San Diego Regional Water Quality Control Board's latest permit standards.
- Repaired all knock-downs within 24 to 48 hours.
- Completed work on designated zones to repaint and update our asset inventory.
- Implemented City at Your Service mobile app for service requests.

Safety Training Center

- Completed LED light installation to perimeter site lighting on all live fire burn props and outdoor training areas.
- Successfully negotiated 10 law enforcement use agreements for leasing Safety Training Center facilities between July 2016 and March 2017.
- Provided facility tours for international visitors from Chile, Thailand, Vietnam, Canada and Australia between July 2016 and March 2017.
- Expanded facility capabilities with the requisition of the Mobile Police Training Structure modular wall system.
- Hosted quarterly department wide safety training events to increase safety and hazard awareness for staff.

KEY GOALS FOR 2018-19:

Facilities

- Complete Faraday flooring/carpet renovations.
- Install separate electrical meters at Stagecoach and Calavera park to utilize a more favorable electrical rate resulting in estimated savings of approximately \$50,000 per year.
- Complete LED lighting retrofit at Dove Library in accordance with the Climate Action Plan.
- Complete Phase 1 of City Facility/Parking Lot lights and poles repairs and upgrade project.

PROGRAM: FACILITIES MAINTENANCE, STREET PAGE THREE
AND STORM DRAIN MAINTENANCE, AND SAFETY
TRAINING CENTER

FUND: VARIOUS

PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 0015310, 0015320,
0018410, 3155110, 5216310

KEY GOALS FOR 2018-19 (continued):

- Continue implementation of ADA upgrades as identified by the Risk Management assessment.
- Continue to develop Facilities asset management plan and incorporate with maintenance management system.
- Complete Holiday Park interior renovations.
- Implementation of the city's new Integrated Pest Management system.

Streets and Storm Drain Maintenance

- Perform regular site inspection in compliance with environmental requirements.
- Inspect and clean 100 percent of high priority storm-drain inlets.
- Participate in implementation of Job Order Contracting program.
- Devise a program to comply with the new zero trash requirements within the recommended timeframe set by the San Diego Regional Water Quality Control Board.
- Implement and test new debris capturing TCBMPs (Treatment Control Best Management Practices).
- Complete painting on the remainder of designated zones and update asset inventory.
- Continue long-line striping and updating cross-walks and various miscellaneous street marking requirements upon replacement of Striping and Stencil truck.
- Continue repairing signs as needed within approximately 24 hours and while keeping ongoing maintenance costs low.
- Evaluate alternate processes, materials and methods to produce more cost-effective signage allowing for more efficient installations replacements.

Safety Training Center

- Perform upgrades to the Safety Training Center audio-visual systems to enhance training presentations and information.
- Perform upgrades to rappelling platforms and technical rescue systems to enhance law enforcement and firefighting training.
- Complete negotiations on pending use agreements for leasing of the Safety Training Center by California Highway Patrol, Amtrak, Palomar Police Academy, Franchise Tax Board, City of La Mesa and City of Redlands Police departments.
- Complete phase 2 of audio-visual upgrades in classroom one and two.
- Continue safety committee training initiatives to better prepare city staff.

SIGNIFICANT CHANGES:

- Addition of 1.0 full-time Facility Attendant at the Safety Training Center.
- Addition of 2.5 FTE part-time hourly staff in custodial services to better meet city-wide service level expectations.

PROGRAM: STREET LIGHTING
FUND: SPECIAL REVENUE
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 1626357

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$108,566	\$74,785	\$167,709	\$163,730
MAINTENANCE & OPERATIONS	803,997	514,480	836,579	851,929
CAPITAL OUTLAY	0	1,244	0	0
GRAND TOTAL	\$912,563	\$590,509	\$1,004,288	\$1,015,659
FULL TIME POSITIONS	1.70	1.60	1.55	1.50
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 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, management of contracts of streetlight pole knockdown and repairs as well as the installation of technological advances.

KEY ACHIEVEMENTS FOR 2017-18:

- Installed 150 Watt LED safety lights at two intersections for a pilot program at Carlsbad Village and Faraday Business Park.
- Implemented a matrix of in-house and contract services to keep up with the maintenance and operation of street lights within the city limits.

KEY GOALS FOR 2018-19:

- Update Engineering Standards to allow for LED street light applications.
- Prepare RFP and contract for induction street light conversion program.
- Extend specialty decorative lighting in the village.
- Participate in implementation of Job Order Contracting program.

SIGNIFICANT CHANGES:

- None.

PROGRAM: VEHICLE MAINTENANCE & REPLACEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: GENERAL SERVICES

ACCT NO. 6205460, 6215461

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$839,073	\$791,381	\$918,919	\$922,773
MAINTENANCE & OPERATIONS	1,597,554	1,672,476	2,281,903	1,838,365
CAPITAL OUTLAY	2,875,921	1,312,500	2,329,800	4,181,662
GRAND TOTAL	\$5,312,548	\$3,776,357	\$5,530,622	\$6,942,800
FULL TIME POSITIONS	8.55	8.65	8.50	8.50
HOURLY/FTE POSITIONS	0.50	1.00	1.00	1.00

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 and ensures that adequate supplies of fuel and oil are available to operating 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 per requirements of 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 support the agreement between the city and 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.
- Manage 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: GENERAL SERVICES 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 alignment with the Climate Action Plan.
- 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 2017-18:

- Purchased and outfitted 18 city vehicles and prepared replaced units for auction.
- Provided advising services to various departments such as Fire and Police to reduce vehicle breakdowns and significantly decreased vehicle downtime.
- Supported Police Department with research, development, modelling and testing of new equipment and configurations.
- Received Fire Mechanic One certifications.
- Upgraded the fleet management system.

KEY GOALS FOR 2018-19:

- 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.
- Maintain 75 percent or greater time spent performing vehicle maintenance for all equipment technicians.
- Ensure preventative maintenance is conducted within 30 days as scheduled for all city vehicles.
- Evaluate electric hybrid vehicle options and increase hybrid count in fleet to comply with the city's Climate Action Plan.
- Continue to evaluate emissions controls and green house gas reduction tools.
- Replace and outfit approximately 46 city vehicles and equipment meeting replacement criteria and sell replaced assets at auction.
- Per Climate Action Plan mandate, contract consulting services to meet requirements for electric and hybrid vehicles.
- Research incentive program for technical certifications.
- Continue offering employee development opportunities for fleet related certifications and trainings.

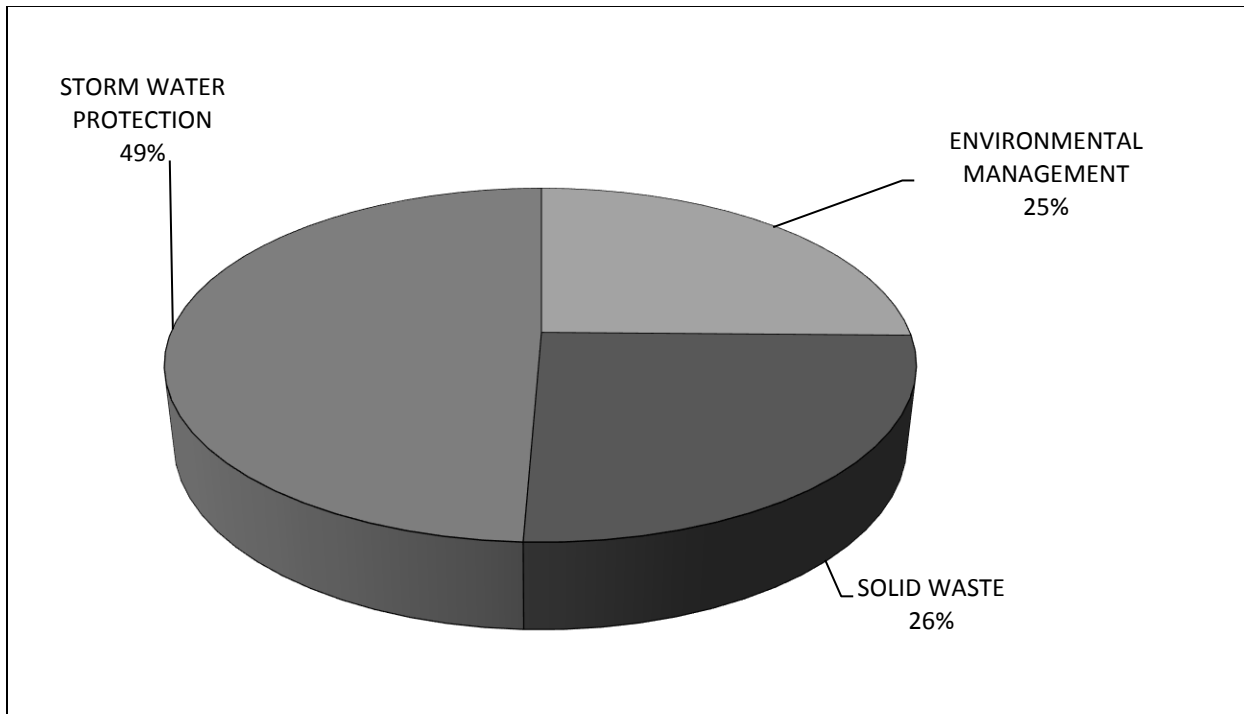
SIGNIFICANT CHANGES:

- None.

PROGRAM: ENVIRONMENTAL MANAGEMENT
FUND: GENERAL & ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$951,757	\$1,222,205	\$1,232,628	\$1,254,812
MAINTENANCE & OPERATIONS	1,109,677	1,131,873	1,578,794	1,820,395
CAPITAL OUTLAY	51,241	8,081	0	0
GRAND TOTAL	\$2,112,675	\$2,362,159	\$2,811,422	\$3,075,207
FULL TIME POSITIONS	8.50	9.50	9.50	9.60
HOURLY/FTE POSITIONS	0.00	0.00	1.50	1.50



PROGRAM: ENVIRONMENTAL MANAGEMENT,
**HABITAT MANAGEMENT, NPDES-MUNICIPAL,
 SUSTAINABILITY, CLIMATE ACTION PLAN**
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT ACCT NO. 0015110, 0015130

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$279,328	\$329,883	\$380,034	\$401,787
MAINTENANCE & OPERATIONS	102,986	124,402	182,451	375,089
CAPITAL OUTLAY	0	5,374	0	0
GRAND TOTAL	\$382,314	\$459,659	\$562,485	\$776,876
FULL TIME POSITIONS	1.95	2.75	2.55	2.55
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

WORK PROGRAM:

The General Fund portion of the Environmental Management Division budget includes the Habitat Management Plan (HMP) program and NPDES storm water permit municipal program coordination. These programs support the community vision areas of open space and the natural environment, sustainability, and access to recreation and active, healthy lifestyles.

The city’s Climate Action Plan (CAP) was approved by the City Council in September 2015 with approval of the General Plan Update. It contains various measures that, when implemented, are intended to reduce greenhouse gas (GHG) emissions within Carlsbad in accordance with State of California emissions reductions targets. Each of these measures has specific actions that the city needs to complete, such as adopting ordinances, preparing plans and conducting public outreach and stakeholder involvement.

PROGRAM ACTIVITIES:

Habitat Management Plan

- Provide leadership and coordination citywide related to compliance with HMP regulations.
- Coordinate with Planning Division to ensure that projects are implemented in a manner consistent with the HMP.
- Oversee capital improvement plan related mitigation sites, vegetation maintenance areas and vegetation monitoring sites including administration of associated contracts.
- Support internal city departments with HMP compliance and mitigation issues.
- Oversee Preserve Steward contract.
- Oversee preserve managers to ensure proper biological management, monitoring, and reporting for privately owned habitat preserves.
- Coordinate with Parks Department to ensure proper biological management, monitoring, and reporting for city-owned habitat preserves.
- Act as city liaison with regulatory agencies, community stakeholders, preserve managers and city staff to ensure HMP compliance.
- Participate regionally in SANDAG’s Environmental Mitigation Program Working Group and San Diego Management and Monitoring Program.
- Participate in public outreach opportunities to provide information about the importance of land stewardship.

NPDES-Municipal

- Support municipal compliance activities related to the municipal facilities including:
 - Inventory
 - Contract administration for inspections
 - Training
 - Storm Water Pollution Prevention Plans

PROGRAM: ENVIRONMENTAL MANAGEMENT, PAGE TWO
HABITAT MANAGEMENT, NPDES-MUNICIPAL,
SUSTAINABILITY, CLIMATE ACTION PLAN
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT ACCT NO. 0015110, 0015130

PROGRAM ACTIVITIES (continued):

Sustainability Initiatives

- Assist the city in implementing the Sustainability Guiding Principles as resources allow, such as working with the Chamber of Commerce and Cleantech San Diego.

Climate Action Plan

- Coordinate and oversee implementation of the CAP through an interdepartmental matrix team.
- Collect CAP implementation monitoring data and prepare an annual report.
- Coordinate the preparation of a community wide GHG inventory and forecast on a biannual basis.
- Perform outreach and education related to CAP activities and respond to public inquiries.
- Participate in regional groups such as SANDAG Regional Energy Working Group, San Diego Regional Climate Collaborative, and the North Coast Energy Action Collaborative.
- Coordinate and promote commercial and residential Property Assessed Clean Energy (PACE) programs.
- Research and monitor upcoming regulations and activities related to energy initiatives.
- Monitor regional climate change preparedness activities.
- Coordinate and provide training opportunities.

KEY ACHIEVEMENTS FOR 2017-18:

- Conducted Year 3 quantitative habitat recovery monitoring in the Poinsettia Fire burn area.
- Monitored potential barriers to wildlife movement and pursued state funded grant to fund future adaptive management.
- Participated in regional efforts to implement efficient and scientifically based species and habitat monitoring and management.
- Reviewed and coordinated HMP compliance for approximately 30 private projects.
- Developed goals and objectives for HMP Program for the near future.
- Revised and updated public outreach plan for HMP program; developed and initiated work plan in coordination with Communications Department.
- Analyzed results of city-wide biological monitoring and wildlife movement evaluation, and summarized in Triennial HMP Monitoring Summary Report.
- Conducted required storm water inspections at municipal facilities.
- Completed SWPPP updates at several municipal facilities.
- Trained municipal staff from various departments and divisions related to NPDES permit.
- Facilitated the data collection from city departments to complete the JRMP Annual Report.
- Coordinated with California Department of Fish and Wildlife, Batiquitos Lagoon Foundation and Climate Science Alliance – South Coast to complete the stakeholder kickoff and science review meetings for the Batiquitos Lagoon Resiliency Plan.
- Presentation to SANDAG Shoreline Preservation Committee regarding Batiquitos Lagoon Resiliency Plan.
- Completed a microgrid feasibility study for the Safety and Service Center Complex, funded through SANDAG's Energy Roadmap program and presented to city council.
- Continued coordinating the CAP Interdepartmental Implementation Team and provide assistance in their respective CAP implementation responsibilities.
- Served on SANDAG stakeholder group for development of a Regional Framework for Climate Action Planning
- Completed 2012 and 2014 community greenhouse gas (GHG) emissions inventories and 2014 GHG emissions forecast.
- Prepared monitoring metrics and methods for CAP Measure activities and goals and CAP related General Plan policies.
- Managed SDG&E funded contracts for the development of energy efficiency ordinances and outreach and education programs.
- Coordinated with California Energy Commission's (CEC) Statewide Codes and Standards team to fund and prepare CEC mandated cost-effectiveness studies for proposed energy efficiency ordinances.

PROGRAM: ENVIRONMENTAL MANAGEMENT, PAGE THREE
HABITAT MANAGEMENT, NPDES-MUNICIPAL,
SUSTAINABILITY, CLIMATE ACTION PLAN
FUND: GENERAL
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT ACCT NO. 0015110, 0015130

KEY ACHIEVEMENTS FOR 2017-18 (continued):

- Participated in and contributed to local meetings, collaborations, conferences and symposia regarding best practices of Energy Efficiency, Renewable Energy, Climate mitigation and climate resiliency (e.g. SANDAG Energy Working Group, North County Energy Action Collaborative, Climate Collaborative, Climate Science Alliance and SEEC Statewide EE Best Practices).
- Educational presentations at Carlsbad Planning Commission, California Public Utilities Commission/ New Buildings Institute workshop, SDG&E Public Partnership Quarterly Meeting, Local Government Commission CAP Roundtable.
- Completed CAP Annual Report and presented report to City Council.
- Partnered with Carlsbad Chamber of Commerce Green Business Committee to hold a business oriented workshop and the Green Business Expo highlighting rebates, incentives and programs available for energy efficiency, renewable energy, electric vehicles and commuting.

KEY GOALS FOR 2018-19:

- Participate in regional collaborations, such as SANDAG's Environmental Mitigation Program and the San Diego Management and Monitoring Program, to maximize opportunities for grant funding, stay informed of best management practices, and coordinate with other relevant entities.
- Maintain collaborative relationships with U.S. Fish and Wildlife Service, California Department of Fish and Wildlife, and California Coastal Commission staff to ensure solutions-oriented HMP implementation.
- Implement phase I of HMP public outreach plan targeted toward community stakeholders.
- Establish mitigation fund for Poinsettia station vernal pool preserve.
- Finalize transition responsibilities for CIP-related mitigation, vegetation maintenance and monitoring projects.
- Coordinate with Planning Department, Department of Parks and Recreation, and Public Works staff to ensure that projects are implemented in a manner consistent with the HMP.
- Pursue long-term management for open space preserves that have unmet management responsibilities.
- Pursue options to obtain the remaining acreage of coastal California gnatcatcher core area credit to meet compliance requirements in the HMP permit.
- Continue to collaborate with regional partners to further analyze wildlife movement through HMP preserves and into and out of adjacent conserved lands outside the city boundary.
- Identify strategy to incorporate "climate-smart" conservation standards into HMP preserve management plans.
- Improve implementation of municipal storm water activities citywide with assistance from NPDES Municipal contractor.
- Work with Municipal Facility Inspection contractor to complete all required inspections at municipal facilities.
- Continue coordination with California Department of Fish and Wildlife, Batiquitos Lagoon Foundation and Climate Science Alliance – South Coast on preparation the Batiquitos Lagoon Resiliency Plan.
- Complete CAP Implementation Plan consistent with the SANDAG Regional Framework.
- Complete 2016 community greenhouse gas emissions inventory and forecast.
- Prepare CAP Annual Report and present findings to City Council.
- Continue to administer CAP Interdepartmental Implementation Team and provide assistance in their respective CAP implementation responsibilities.
- Continue to manage SANDAG funded contracts for energy efficiency in city facilities and climate planning.
- Continue to manage SDG&E funded contracts for energy efficiency ordinances and outreach and education programs.
- Continue to participate in and contribute to local meetings, collaborations, conferences and symposia regarding best practices of Energy Efficiency, Renewable Energy, Climate mitigation and climate resiliency.
- Continue to partner with industry organizations in CAP implementation (Carlsbad Chamber of Commerce, Cleantech San Diego, Building Industry Association).
- Continue to research grant funding opportunities.

SIGNIFICANT CHANGES:

- None

PROGRAM: SOLID WASTE MANAGEMENT
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

ACCT NO. 5206375

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$188,442	\$219,667	\$241,509	\$241,930
MAINTENANCE & OPERATIONS	\$404,527	\$473,555	\$543,679	\$538,454
CAPITAL OUTLAY	51,241	2,707	0	0
GRAND TOTAL	\$644,210	\$695,929	\$785,188	\$780,384
FULL TIME POSITIONS	1.60	1.80	1.80	1.80
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

WORK PROGRAM:

This budget includes oversight and coordination of the city's recycling and trash program. Consistent with the General Plan, the Environmental Management Division of Public Works coordinates the citywide recycling and trash program and helps the city maintain compliance with state regulations AB939, AB341, AB2176, AB1826, SB1016 and SB1383 diversion and disposal requirements. The Environmental Management Division also administers and monitors the Coast Waste Management contract for recycling and trash services, the Palomar Transfer Station agreement, composting service contract, waste reduction and diversion education contract, and household hazardous waste service contracts.

PROGRAM ACTIVITIES:

- Maintain city's compliance with AB939 Integrated Waste Management Act of 1989, AB341 Mandatory Commercial Recycling, AB2176 Recycling at Large Events, AB1826 Mandatory Commercial Organics Recycling, SB1383 Short lived Climate Pollutants; Methane Emissions; Organic Waste; Landfills 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 and commercial recycling and trash services, composting programs, and household hazardous waste program.
- Work with city facilities, custodial, library, and parks staff to improve the city's municipal recycling and waste diversion operations.
- Prepare state and county grant applications with Council approval, appropriate funds, implement grant activities, track financials, and submit reports.
- Coordinate outreach and education targeted to increase recycling for residents, businesses, municipal employees and the general public.
- Coordinate the annual special collection event for Household Hazardous Waste and other Earth Month events that promote waste diversion and recycling among residents.
- Conduct annual rate analysis to determine cost effective practices and adhere to contract requirements.
- Prepare and submit required annual recycling, composting, and disposal reports to CalRecycle as required by SB 1016 (Solid Waste per Capita Disposal Measurement Act).
- 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.
- Actively promote innovative methods to engage businesses and residents to increase recycling and waste diversion.

KEY ACHIEVEMENTS FOR 2017-18:

- Coordinate second Earth Month activity events for the City of Carlsbad that encouraged sustainable practices such as waste reduction, recycling, ocean clean up, walk+bike activities among residents.
- Developed and executed a pilot food waste recycling program at the city's Senior Community Center that educated participants at the Senior Center and diverted over 500 lbs. of food waste through anaerobic digestion.

KEY ACHIEVEMENTS FOR 2017-18 (continued):

- Worked collaboratively with Carlsbad Unified School District to assess and improve waste diversion and recycling practices at all elementary schools.
- Developed effective contract management monitoring measures with contractors ensuring accountability and best value on agreed-upon services.
- Held the eleventh annual Household Hazardous Waste event funded with grant money to encourage residents to properly dispose of hazardous waste.
- Participated in Food Recovery and Organics Recycling Conferences to learn about best practices for successful program implementation.
- Increased outreach and education by developing a multi-family guide, commercial organic and recycling brochures and other outreach materials including social media.
- Coordinated with Palomar Transfer Station and Waste Management to improve construction and demolition recycling at Palomar Transfer Station.
- Continued to collaborate with city departments to enhance municipal recycling labeling all recycling bins.
- Maintained positive 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.
- Reviewed special event applications for compliance with recycling and trash best practices.
- Conducted a workshop for businesses on the new AB1826 regulations with speakers from EPA and CalRecycle.
- Hosted CalRecycle Informal Rulemaking Stakeholder Workshop for SB 1383 - Short-Lived Climate Pollutants.

KEY GOALS FOR 2018-19:

- Coordinate Earth Month activities and events for the City of Carlsbad including participation from various city departments.
- Increase waste diversion in the commercial sector by implementing outreach to targeted high trash generating businesses with low diversion rates.
- Continue outreach and education of residents to increase recycling rates encouraging composting as a way to divert food waste.
- Work with the building department, Palomar Transfer Station and Waste Management to increase outreach to construction companies to improve diversion levels of construction and demolition material.
- Review, prioritize, and implement improvements needed based on feedback from CalRecycle in the mandatory commercial recycling and construction/demolition recycling programs.
- Continue monitoring and evaluating outcomes of the trash services contract agreement with Coast Waste Management and Republic.
- Continue tracking disposal rate (pounds per person per day) to verify accuracy and/or adjustments needed.
- Increase awareness and participation in household hazardous waste recycling program.
- Ensure grant funds are appropriated and utilized to maximum efficiency.
- Attend conferences that will provide information about SB1383 and AB1826 and submit recommendations.
- Conduct mini audits for businesses and multifamily dwellings to provide technical information and resources related to food reduction and recovery for people and green waste recycling.
- Research organic recycling opportunities to provide solutions for city's businesses and residents.

SIGNIFICANT CHANGES:

- None.

PROGRAM: STORM WATER PROTECTION
FUND: ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL MANAGEMENT

ACCT NO. 5215110

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$483,987	\$672,655	\$611,085	\$611,095
MAINTENANCE & OPERATIONS	\$602,164	\$533,916	\$852,664	\$906,852
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	\$1,086,151	\$1,206,571	\$1,463,749	\$1,517,947
FULL TIME POSITIONS	4.95	4.95	5.15	5.25
HOURLY/FTE POSITIONS	0.00	0.00	0.50	0.50

WORK PROGRAM:

This budget includes leadership and stewardship of the city's resources, specifically protecting our creeks, lagoons and ocean. The Environmental Management Division of Public Works coordinates the citywide Storm Water Protection Program and helps the city maintain compliance with the Municipal Storm Water Permit issued by the San Diego Regional Water Quality Control Board.

PROGRAM ACTIVITIES:

- Watershed Principal and Participation – The Storm Water Protection program personnel participate in watershed activities with neighboring cities in the Carlsbad Watershed and act as the Principal Copermittee. Activities are focused on implementing water quality protection programs to improve water quality and reporting on the implementation progress of goals and strategies identified in the Water Quality Improvement Plan (WQIP) for the Carlsbad Watershed Management Area. As the Principal Copermittee for the Watershed, the city serves as a liaison with the San Diego Regional Water Quality Control Board, ensures the submittal of annual reports and participates in the San Diego County Copermittees Regional Program Planning Committee.
- City Representation – The Storm Water Protection Program personnel represent the city at meetings with the Environmental Protection Agency, the Regional Water Quality Control Board, San Diego County Copermittees, Carlsbad Watershed, environmental non-profit groups, and other related stakeholders.
- Water Quality Monitoring – The Storm Water Protection Program staff implement 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.
- 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.
- 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, targeted education, or enforcement may be required.
- 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.
- Annual City Report Writing – Program personnel are responsible for compiling the annual Jurisdictional Runoff Management Program (JRMP) report. In addition, program personnel coordinate preparation of the new program documents at the beginning of each permit cycle.
- 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 Departments.

PROGRAM ACTIVITIES (continued):

- 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 the 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.
- State-wide Trash Amendments – Storm Water Protection program staff act as the lead division for planning and implementation of the state-wide trash amendments. Currently, in the planning phase it is anticipated that multiple divisions will implement the program over time. Storm Water Protection’s role will be limited to planning, coordinating, inspections, public outreach, monitoring, and reporting while other divisions may need to update engineering standards, construct capital projects, and provide maintenance and operations related to the regulation. The implementation plan is expected to be completed in November 2018, which will direct program implementation. It is anticipated that the trash amendment requirements will be incorporated into the next Municipal Storm Water Permit.

KEY ACHIEVEMENTS FOR 2017-18:

- Worked inter-departmentally to implement the National Pollutant Discharge Elimination System Municipal permit.
- Managed the contract for a Watershed Coordinator to assist the watershed agencies with implementing the Water Quality Improvement Plan and report to optimize the watershed’s compliance with the permit.
- Submitted the Carlsbad Watershed Management Area WQIP and the Jurisdictional Runoff Management Plan Annual Reports to the San Diego Regional Water Quality Control Board.
- Completed a Track 2 Compliance Feasibility Study to assess whether it is feasible for the city to comply with the full capture equivalency (Track 2) requirements of the state-wide Trash Amendments.
- Participated in regional and watershed efforts to complete the Report of Waste Discharge for the reissuance of the Municipal Storm Water Permit
- Submitted documents to the San Diego Regional Water Quality Control Board indicating the city will comply with the Statewide Trash Amendments using a full capture equivalence approach and began work on the required plan.
- 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 plans to better define and monitor program performance and costs.
- Worked inter-departmentally to update the Jurisdictional Runoff Management Plan to direct the implementation of strategies developed in the Water Quality Improvement Plan.
- Participated in Creek to Bay Cleanup, Coastal Cleanup Day, Earth Day pop-up event, and other outreach and education activities within the City of Carlsbad and regionally.

KEY GOALS FOR 2018-19:

- Continue to support Carlsbad’s quality of life by responsibly managing environmental resources.
- Continue serving as the Principal Copermittee for the Carlsbad Watershed Management Area.
- Implement 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.
- Work inter-departmentally with staff and consultants to complete the Track 2 Trash Implementation Plan and submit to the San Diego Regional Water Quality Control Board. Executing the implementation plan will require substantial future resources to achieve compliance.
- Proactively submit TMDL de-listing applications for 303(d) listed impaired water bodies where complete and accurate water quality data are available.
- Continue to improve business processes within the Energov system and create streamlined reporting tools to allow more efficient access to data.

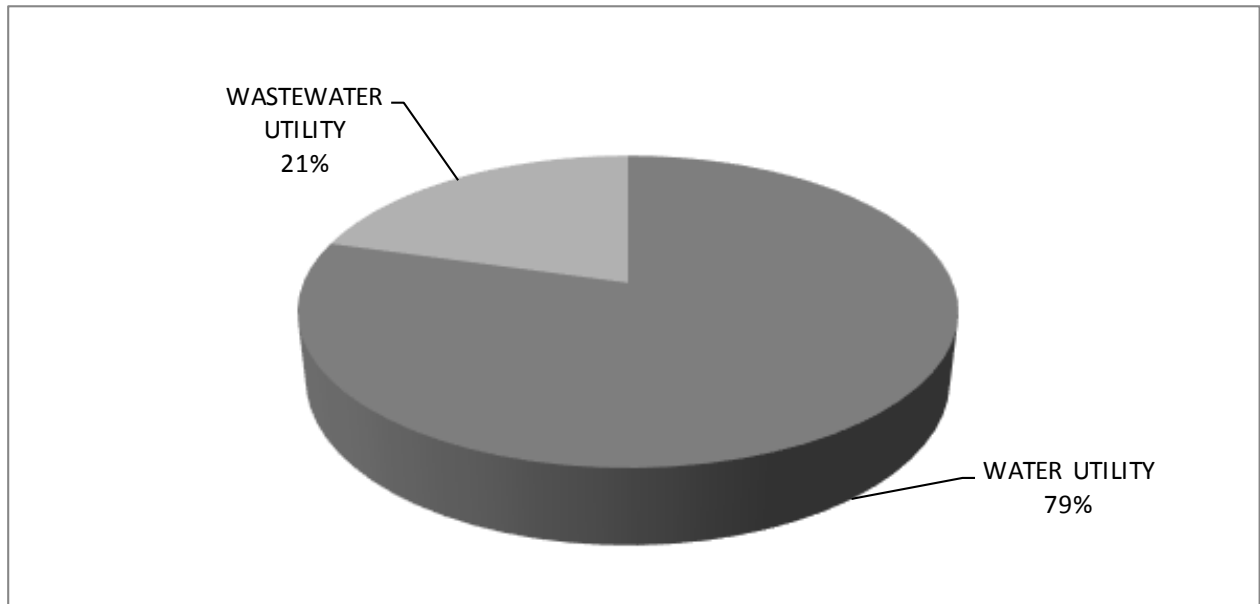
SIGNIFICANT CHANGES:

- None.

PROGRAM: UTILITIES
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

SUMMARY

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$6,799,866	\$6,386,214	\$7,834,294	\$7,683,922
MAINTENANCE & OPERATIONS	45,679,000	53,551,075	56,311,899	59,454,592
CAPITAL OUTLAY	79,260	7,116	0	0
GRAND TOTAL	\$52,558,126	\$59,944,405	\$64,146,193	\$67,138,514
FULL TIME POSITIONS	60.85	60.20	60.45	61.75
HOURLY/FTE POSITIONS	0.50	0.50	0.50	0.50



PROGRAM: WATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

ACCT NO. 5016310, 5026310

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$4,874,216	\$4,506,952	\$5,501,115	\$5,250,326
MAINTENANCE & OPERATIONS	37,139,235	43,089,243	45,906,371	48,047,996
CAPITAL OUTLAY	26,162	3,839	0	0
GRAND TOTAL	\$42,039,613	\$47,600,034	\$51,407,486	\$53,298,322
FULL TIME POSITIONS	40.60	42.85	42.00	41.75
HOURLY/FTE POSITIONS	0.50	0.50	0.50	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, including a local supply of desalinated seawater, 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 reliable 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. CMWD is in full compliance daily with drinking water regulations.

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.

Water Conservation

- Provide water conservation education and outreach to encourage responsible water use.

Meter Services

- Read over 29,700 customer meters monthly to ensure timely and accurate revenue collection; 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

CMWD's water loss is near the 2012 AWWA benchmark median (6%). AWWA has since launched a new Water Audit Tool, that California water agencies are required by the State to use. This table may be revised in the future.

CMWD Water Loss – Last Four Years	
Fiscal Year	Percent of Water Loss (Apparent and Real)
2012-13	6.5%
2013-14	6.5%
2014-15	6.7%
2015-16	6.0%

PERFORMANCE/WORKLOAD MEASURES (continued)

Potable Water Cost Efficiency

This measure represents the cost of service by Fiscal Year divided by the total number of accounts. The 2017 American Water Works Association (AWWA) benchmark for this metric is between \$339 and \$630 with a median of \$415. The City's Water Cost Efficiency is below the median, suggesting that the system operates efficiently from a financial standpoint.

O&M Potable Water Cost Efficiency			
Fiscal Year	Adjusted Expenses*	Total Number of Accounts	Average Cost per Account
2012-13	\$13,237,904	28,867	\$459
2013-14	\$13,828,466	29,007	\$477
2014-15	\$13,457,570	29,172	\$461
2015-16	\$13,933,730	29,345	\$475
2016-17	\$9,037,644	29,771	\$304

*Excludes cost of purchased water and depreciation

Water Service Delivery

The System Integrity Rate is the metric for assessing the condition of a water distribution system by reviewing the number of leaks and breaks in the system per 100 miles of pipe. These measures are calculated by dividing the total number of leaks and breaks during the reporting period by the total miles of pipe in the system and multiplying the results by 100. CMWD currently has approximately 446 miles of potable pipe and 80 miles of recycled pipe.

The 2017 AWWA benchmark for pipeline breaks rate ranges between 1.4 and 12.6, with 4.3 as the median. The benchmark for leaks rate ranges between 1.5 and 11, with 5 as the median. CMWD's potable water breaks rates are well below the average benchmark and seem to indicate that system integrity is operating at a very high level. CMWD's leaks rates are above the median. CMWD has implemented a leak detection program to reduce this rate.

CMWD System Integrity per 100 Miles of Pipe – Potable Water				
Fiscal Year	Potable Water # of Breaks	Potable Water Breaks Rate	Potable Water # of Leaks	Potable Water Leaks Rate
2012-13	4	0.96	59	14.22
2013-14	4	0.96	111	26.50
2014-15	7	1.64	80	18.79
2015-16	12	2.74	49	11.19
2016-17	8	1.79	48	10.76

CMWD began installing its recycled water system in 1991. The very low pipeline breaks and leaks rates in the recycled water system reflect, in part, this fairly new system.

CMWD System Integrity per 100 miles of Pipe – Recycled Water				
Fiscal Year	Recycled Water # of Breaks	Recycled Water Breaks Rate	Recycled Water # of Leaks	Recycled Water Breaks Rate
2012-13	0	0.00	1	1.28
2013-14	0	0.00	1	1.28
2014-15	0	0.00	2	2.56
2015-16	1	1.28	0	0
2016-17	0	0.00	2	2.50

KEY ACHIEVEMENTS FOR FY 2017-18:

- Maintained a 99% AMR meter read rate, which minimizes manual re-reads.
- Continued Carlsbad Conserves program campaign to assist customers with State mandated water use reductions and restrictions.
- Continued water conservation education and outreach programs, and maintained compliance with state water conservation regulations.
- Prepared approximately 21 new retrofit plans (potable to recycled water) for properties located in areas where recycled water will be available in FY2018. Also connected 13 new properties to existing recycled water system. Plan-checked and/or processed 50 new recycled water plans for CMWD and San Diego County DEH approval.
- Completed construction of the recycled water transmission line in Avenida Encinas between Cannon Drive and Palomar Airport Road.
- Completed construction of recycled water transmission line in Avenida Encinas.
- Completed construction of the Bolero Pressure Reducing Station.
- Completed construction of the La Costa Resort Waterline Replacement.
- Completed design of Phase 1 of Valve Replacement Program.
- Completed Maerkle Reservoir chlorination equipment replacement.
- Replaced older valves and installed additional valves to improve system control.
- Began C recycled water storage tank and D3 potable water storage tank repairs.

KEY GOALS FOR FY 2018-19:

- Update the hydraulic models for the Water Master Plan and the Recycled Water Master Plan.
- Complete SCADA Master Plan.
- Complete Dam Inundation and Emergency Action Plans.
- Complete rehabilitation of C recycled water storage tank and D3 potable water storage tank.
- Complete design of recycled water storage tank at D site.
- Complete construction of the recycled water pipelines for Avenida Encinas and Ponto Road.
- Complete plug valve maintenance in the potable distribution system.
- Complete inventory of existing infrastructure and load data into the Asset Management System.
- Complete AMR to AMI conversions.
- Begin design of lower El Fuerte pressure reducing station.
- Begin implementation of meter analytics with a web customer portal.
- Begin upgrade of the Harris Utility Billing system.
- Begin construction of the Maerkle Reservoir Cover.
- Begin construction of Segment 5 recycled water pipelines.
- Begin construction of the Desalination Flow Control Facility 5.
- Establish a meter testing program.
- Establish a high water usage call out system.
- Establish critical valve designations within Asset Management System.
- Implement interzonal flow meter program.
- Implement a revised valve maintenance program.
- Implement a new valve replacement program.

SIGNIFICANT CHANGES:

- None

PROGRAM: WASTEWATER OPERATIONS
FUND: ENTERPRISE
PROGRAM GROUP: UTILITIES

ACCT NO. 5116310

	2015-16 ACTUAL	2016-17 ACTUAL	2017-18 BUDGET	2018-19 BUDGET
PERSONNEL	\$1,925,650	\$1,879,262	\$2,333,179	\$2,433,596
MAINTENANCE & OPERATIONS	8,539,765	10,461,832	10,405,528	11,406,596
CAPITAL OUTLAY	53,098	3,277	0	0
GRAND TOTAL	\$10,518,513	\$12,344,371	\$12,738,707	\$13,840,192
FULL TIME POSITIONS	20.25	17.35	18.45	20.00
HOURLY/FTE POSITIONS	0.00	0.00	0.00	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 at the Encina Wastewater Treatment Plant, a facility jointly owned by the cities of Carlsbad, Encinitas, and Vista, the Leucadia Wastewater District, the Vallecitos Water District, and the Buena Sanitation District.

PROGRAM ACTIVITIES:

Wastewater Operations

- Provide operation, maintenance and inspection of 12 wastewater lift stations and forcemains to ensure proper system performance and compliance with state and federal regulations.

Wastewater Collections

- Provide cleaning and inspection of approximately 288 miles of sanitary sewer system main lines and associated manholes in accordance with the city's Sanitary Sewer Management Plan (SSMP) and applicable state and federal regulations.

PERFORMANCE MEASURES:

Wastewater 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. The 2017 American Water Works Association (AWWA) benchmark for this metric is between \$1,705 and \$2,795 with a median of \$2,426. The city's cost per Million Gallons is below the median, suggesting that system operations are fiscally efficient.

Wastewater Cost Efficiency			
Fiscal Year	Expenses	Annual Flow (MG)	\$/MG
2012-13	\$7,080,938	2,384	\$2,970
2013-14	\$6,995,585	2,152	\$3,251
2014-15	\$7,241,033	2,252	\$3,215
2015-16	\$7,198,231	2,125	\$3,387
2016-17	\$3,936,153	2,306	\$3,328

PERFORMANCE MEASURES (continued):

Wastewater System Reliability

This measure is an indication of the collection system pipeline condition and the effectiveness of routine maintenance. This measure is calculated by dividing the total number of sanitation overflows during the reporting period by the total miles of pipe in the collection system and multiplying the result by 100. The 2017 AWWA benchmark for this metric (Rate) is between 0.6 and 3.7 overflows per 100 miles of pipeline, with a median of 1.0. The city's Sanitation System Reliability Rate is at or below the benchmark median, suggesting that the system operates efficiently and is properly maintained.

Wastewater System Reliability			
Calendar Year	Number of Overflows	Total Miles of Sanitation Pipes	Rate per 100 miles
2013	4	288	1.39
2014	2	288	0.69
2015	2	288	0.69
2016	1	288	0.35
2017	0	288	0.00

KEY ACHIEVEMENTS FOR FY 2017-18:

- 2017 Collection System of The Year Award from CWEA.
- 2017 Collection Person of the Year Award from CWEA.
- Continued comprehensive list of rehabilitated wastewater assets, including manholes and cured-in-place-pipe.
- Continued manhole rehabilitations in various locations throughout the city.
- Completed construction of the Poinsettia Lift Station stand-by pump system.
- Completed construction of the Buena Vista Lift Station Electrical Improvements Project.
- Completed utility support bridge across Agua Hedionda Lagoon for the Agua Hedionda Lift Station Replacement.
- Started commissioning of the 33MGD Agua Hedionda Lift Station Replacement Project.
- Completed construction of the Vista/Carlsbad Interceptor sewer in Avenida Encinas.
- Completed construction of Phase 1 of the Sewer Lining Program.

KEY GOALS FOR FY 2018-19:

- Complete the hydraulic model for the Sewer Master Plan Update.
- Complete Wastewater SCADA Master Plan.
- Complete construction of the Foxes Landing Sewer Lift Station Replacement.
- Complete construction of the Agua Hedionda Sewer Lift Station.
- Complete construction of Simsbury Sewer Extension and Simsbury Sewer Lift Station removal.
- Begin design of Chinquapin Sewer Lift Station Force Main Replacement.
- Complete Force Main Sewer Condition Assessment Program.
- Replace generators at North Batiquitos and Knot's Lift Stations.
- Replace pumps at Knot's Lift Station.
- Complete condition assessment of manholes on Buena Interceptor Sewer.
- Complete condition assessment of Vista/Carlsbad sewer interceptor north of Agua Hedionda Lagoon.
- Continue creation of condition assessment priority list (by zone) of collection lines needing rehabilitation or replacement.
- Continue proactive cleaning and condition assessment of wastewater trunk lines.

SIGNIFICANT CHANGES:

- None.



Capital Improvement Program



Capital Improvement Program

FY 2018-19 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 plan reflects the city's ongoing commitment to maintaining the highest standards of quality facilities for our community today and in the future. It is a planning document, not a commitment for spending. 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 information about all of the known future facilities the City of Carlsbad plans to construct, refurbish, replace, or modify.

The Fiscal Year (FY) 2018-19 CIP outlines approximately \$66.2 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 \$49.7 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.

In recent years, there has also been an increased demand for resources to modernize, repair, and replace existing infrastructure. Prudent financial planning has ensured ongoing funding for these projects as well, for many years into the future. About 50 percent of Carlsbad's comprehensive capital plan encompasses numerous asset management programs, which ensure adequate inspection, maintenance, and replacement of buildings and parks, water, sewer and drainage systems, bridges, and roadways systems.

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.

The CIP and the Operating Budget are integral parts of the total city financing plan. Each year, staff begins the process by evaluating the construction schedules of the 15-year plan for city facilities in conjunction with the workload of the staff needed to complete the projects. Staff considers the City Council Goals and Work Plan, to ensure that the CIP is in alignment with the Goals as well as the Community Vision. In the FY 2018-19 CIP, there are approximately 240 continuing and new projects planned in the next 15 years.

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Projects were analyzed using the criteria shown in the table. Project timing was reviewed, as well as the availability of funding and other resources needed.



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 to meet specific city standards? (Traffic signals, street lights).
4.	Does the project complete or provide part of the basic infrastructure or complement a regional plan (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 2032-33 (the next 15 years). All construction costs are estimates and only projects scheduled for FY 2018-19 funding will receive appropriations on July 1, 2018. The information shown in the future years reflects the most comprehensive snapshot of the known or anticipated future projects, as well as the associated cost.

THE NEXT FIVE YEARS



PARK PROJECTS

The city is currently implementing park projects, which were a result of a needs assessment and subsequent updated master plans. The city worked with the community to identify current needs and priorities for parks and recreation programs, and summarized the input in the Parks & Recreation Department Master Plan. The city then updated individual master plans for Poinsettia Community Park, Aviara Community Park, Pine Avenue Community Park and Leo Carrillo Ranch Historic Park.

Aviara Community Park Event Gathering Space and Picnic Areas – The additional park amenities include a large passive outdoor public gathering space, group picnic areas, a perimeter walking path and a catering support room complete with appliances to support outside catering and food and beverage services for small events. The total cost is \$3.9 million.

Leo Carrillo Phase III – This historic park is located in the southeast quadrant of the city. Expenditures include a new restroom building, restoration of the horse stables to allow occupancy for events, an outdoor interpretive plan to educate and focus on the life and times of Leo Carrillo, his ranch years, and native people and plants. Also included is visitor way-finding signage and additional lighting. The total estimated cost is \$3.0 million.

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Calavera Hills Community Park Gateway Improvements – Located at the northeast corner of Calavera Hills Community Park, this lot will be developed into an aesthetically pleasing gateway with passive recreational uses, at an estimated total cost of \$872,000.

Poinsettia Community Park and Dog Park – Planned improvements include a fenced dog park for both large and small dogs, pickleball courts, updated tot lots and a multi-sports arena with a picnic area and artificial turf field, at a total cost of \$5.3 million.

Robertson Ranch Master Plan – This 13-acre park site is located within the Robertson Ranch development located in the northeast quadrant of the city. Funding in the amount of \$200,000 was previously appropriated for the development of a master plan.

Veterans Park Master Plan – This 92-acre site is located on the east side of Faraday Avenue, just south of Cannon Road, across from The Crossings at Carlsbad Golf Course. An appropriation of \$200,000 will fund the initial phase, to include conducting public outreach and development of a master plan.

CIVIC FACILITY IMPROVEMENTS

Civic facilities include a variety of facilities from which the city provides its services to the public. This category also includes repair, maintenance, and replacement of those facilities.

New City Hall – One of the five City Council goals is breaking ground on a new city hall at a site designated for a future civic center complex by the year 2023. Initial efforts will include site location and public outreach.

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, on a site near the existing Safety Center and Fleet yard. The total estimated project cost is \$38.4 million.



Fire Station No. 2 Reconstruction – Fire Station No. 2, located at the corner of El Camino Real and Arenal Road, was originally constructed in 1969 for one full-time firefighter and a yearly call volume of less than 250. Today, the station maintains a staff of five full-time firefighters with a call volume of approximately 4,000 per year. Funding for the reconstruction project was approved by a vote of the residents at a cost not-to-exceed \$10.5 million.

Monroe Street Pool Replacement – The Monroe Street Pool is located on Monroe Street, adjacent to Carlsbad High School. This project will ultimately replace the pool, decking, gutters, mechanical building, restrooms/lockers/shower facilities and administrative areas. The current estimated cost is \$5.1 million.

Stagecoach Park Synthetic Turf Replacement – The Stagecoach Park athletic field is scheduled for synthetic turf replacement at a cost of \$1.8 million.

Other Facilities Maintenance Projects – As the city facilities begin to age, maintenance and repair projects are needed to keep them in good condition. In the next five years, an additional \$6.5 million has been allocated to projects, including the following:

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

- Cannon Park Restroom
- City Facility Accessibility Upgrades
- Faraday Administrative Facility Upgrades
- Fire Station No. 4 Expansion
- Fleet Maintenance Facility Refurbishment
- Safety Center Facility Improvements

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. This includes modernizing roads and traffic systems and investing in programs to make it easier to get around town, whether by car, on a bike, by foot, or via public transit. 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.

Adaptive Traffic Signal Program – This citywide program will implement adaptive signal coordination systems at approximately 150 traffic signal and intersection locations, to improve the flow of traffic throughout the city. An additional \$950,000 in funding will be added in FY 2018-19 to the existing program budget of \$1.9 million. This phase of the Adaptive Traffic Signal Program will complete the upgrade of the traffic signal equipment throughout the City of Carlsbad including the purchase and installation of equipment that will use real-time data to “adapt” traffic signal operations to changing traffic patterns. The new equipment will also monitor signal operations and send alarms alerting staff of potential equipment malfunctions.

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 2019-20. The CIP includes \$5.3 million to fund the project in the next few years.

Beach Access Repair/Upgrades – Tamarack Avenue to Pine Avenue – Funding of \$5.8 million is included to pay for a structural evaluation report for railings, girders, caissons, concrete, etc., along with recommendations for repair and rehabilitation to keep the beach access facilities in safe condition.

Bridge Preventative Maintenance Program – This is a relatively new program designed to perform preventative maintenance activities on bridges throughout the city, at a total cost of \$1.6 million.

Carlsbad Village Drive and Grand Avenue Pedestrian Improvements – This project is estimated at \$1.3 million and will improve pedestrian features, roadway and sidewalk improvements and safety barriers. Funding is scheduled in the CIP in FY 2020-21.



FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Chestnut Avenue Complete Street Project – This project will reconfigure Chestnut Avenue to create a complete street with high visibility crosswalks, curb extensions, bike lanes and bicycle and pedestrian way finding signs, at a total cost of \$1.1 million. Funding is scheduled in the CIP in FY 2019-20.

Concrete Repair and Maintenance – The proposed spending plan includes \$1.3 million in the next five years for repairs to sidewalks, curb and gutter, pedestrian ramps, driveway approaches and cross gutters.

El Camino Real Widening from Arenal Road to La Costa Avenue – This project will add a southbound lane to widen the road to full Prime Arterial standards, at an estimated cost of \$2.5 million.

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. Funding of \$18.5 million is budgeted over the next five years for this program.

Poinsettia Lane Extension from Cassia Road to Skimmer Court – Completion of this segment of Poinsettia Lane is the final link between Aviara Parkway and El Camino Real. The total cost is estimated at \$14.1 million (previously appropriated).

Railroad Double Tracking – It is a City Council Goal to break ground on lowering the railroad tracks in a trench through the Village to improve safety, community connectivity, quality of life and economic value. To begin this effort, funding in the amount of \$2.0 million has been included in the FY 2018-19 CIP.



Road Diet and Traffic Calming Projects along Valley Street and Kelly Drive – 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 \$3.2 million.

Terramar Coastal Improvement – The project will ultimately improve the public right of way along Carlsbad Boulevard and Cannon Road to provide a complete street, including pedestrian/non-vehicular facilities, and along the bluff, to enhance the quality of the open space and beach access. Funding of \$6.7 million has been previously allocated to this project.

Traffic Signals/Traffic Control Improvements – In the next five years, traffic signal projects are planned at the following eight locations, at a total cost of \$1.2 million:

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

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

- Maverick Way and Camino De Los Coches
- Poinsettia Lane and Cassia Road
- Poinsettia Lane and Oriole Court

Village and Barrio Traffic Circles – Installation of traffic circles at intersections throughout the Village and Barrio is planned at a total cost of \$1.5 million.

Village Intelligent Parking – Following the recommendations of the Village Parking Plan, this project will install vehicle occupancy detectors in various locations in the Village using a ‘Park Once’ smart phone application, and decrease congestion in the Village caused by cars searching for parking. The initial cost estimate is \$300,000.

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 with impact fees collected with new development. 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 \$68.8 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 \$64.4 million, of which approximately 64 percent is funded by the City of Vista and 36 percent by the City of Carlsbad.

Wastewater

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

- Buena Interceptor Sewer Improvements
- Faraday/El Camino Real Sewer Replacement
- Las Palmas Trunk Sewer
- Villas Sewer Lift Station Replacement

In total, the new construction, replacement projects, ongoing condition assessments, repairs and upgrades to the city’s wastewater facilities are expected to cost \$39.3 million in the next five years.

Water Lines

Major water facilities scheduled for construction, maintenance or replacement within the next five years are estimated at \$9.5 million, and include the following locations:

- Aviara Parkway and Plum Tree
- El Fuerte and Corintia Street Pressure Reducing Station
- Fire Flow System Improvements
- Hydroelectric Generator at Desal Flow Control Facility No. 5
- Maerkle Reservoir Floating Cover Replacement
- Palomar Airport Waterline Realignment
- San Dieguito Water Intertie and Pipeline Extension
- Santa Fe II Inlet Pipeline

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

In addition, \$18.7 million is included in the next five years for miscellaneous pipeline replacements, repair and maintenance projects, a condition assessment program, and a water valve repair and replacement program.

Recycled Water Expansion

Expansion to the Carlsbad Water Recycling Facility, including construction of additional pipelines and a reservoir, are anticipated to cost \$34.5 million (previously appropriated). 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 million gallons per day (mgd). 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 \$7.3 million will be added to the program in the next five years.

CAPITAL PROJECTS THROUGH FISCAL YEAR 2032-33

The CIP for FY 2018-19 to FY 2032-33 outlines approximately 240 projects at a cost of \$459.8 million as shown below:

CIP Projects - All Future Project Costs		
Project Type	Percent	Total Cost
Streets/Circulation	24%	112,353,171
Civic Projects	20%	93,681,695
Wastewater	21%	95,513,027
Parks	10%	44,246,990
Water	17%	76,272,949
Drainage	5%	20,913,725
Other (loans)	4%	16,821,000
Total Future	100%	459,802,557

OVERVIEW OF FISCAL YEAR 2018-19 TO 2032-33

The spending plan includes \$44.2 million, or 10 percent of future CIP expenditures, for future park development projects located within all four quadrants of the city.

Approximately 24 percent of future expenditures, or \$112.4 million, are planned for street and traffic signal construction projects. Projects include an adaptive traffic signal program, road-widening projects, road diet and traffic calming projects, Carlsbad Boulevard Realignment, and funding for sidewalk construction, concrete repair work, ADA projects, and parking lot and pavement maintenance programs.

Wastewater projects are expected to cost over \$95.5 million, or 21 percent, for numerous pipeline construction and rehabilitation projects, as well as improvements to the Encina Wastewater Treatment facility, which makes up the bulk of the estimated total, at \$72 million.

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

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 \$76.3 million, or 17 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 \$93.7 million, or 20 percent of the total planned capital expenditures to build out. This category also includes construction of a new City Hall.

Drainage projects are 5 percent of the total spending plan, at \$20.9 million and the remaining 4 percent, or \$16.8 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.

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 external 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.

The unfunded projects are:

- Business Park Recreational Facility (partial funding)
- Cannon Lake Park
- Carlsbad Boulevard Widening Mountain View to Northerly City Limits (partial funding)*
- Carlsbad Boulevard/Palomar Airport Road Improvements (partial funding)*
- Carlsbad Boulevard Realignment, Segments 3-5
- Robertson Ranch (NE Quadrant) Park Development (partial funding)

(*) 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.

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 2018-19 and subsequent years to build out.

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

Projected Development Residential and Non-Residential Construction		
Year	Residential Units	Non-Residential Square Feet
2018-19	409	515,233
2019-20	290	69,361
2020-21	546	120,663
2021-22	229	31,008
2022-23	224	212,943
2023-28	1,238	1,786,190
2029-build out	161	2,108,530
Totals	3,097	4,843,928

Administrative Services 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.

Conservatively, about 3,100 residential units are anticipated for future development, and it is currently estimated that the city is more than 90 percent built out. Residential development for FY 2018-19 is projected at 409 units, and, over the next five years, should average 340 units per year. The amount of non-residential development is projected at about 949,000 square feet over the next five years, a decrease of 3.2 million square feet from the prior five-year period.

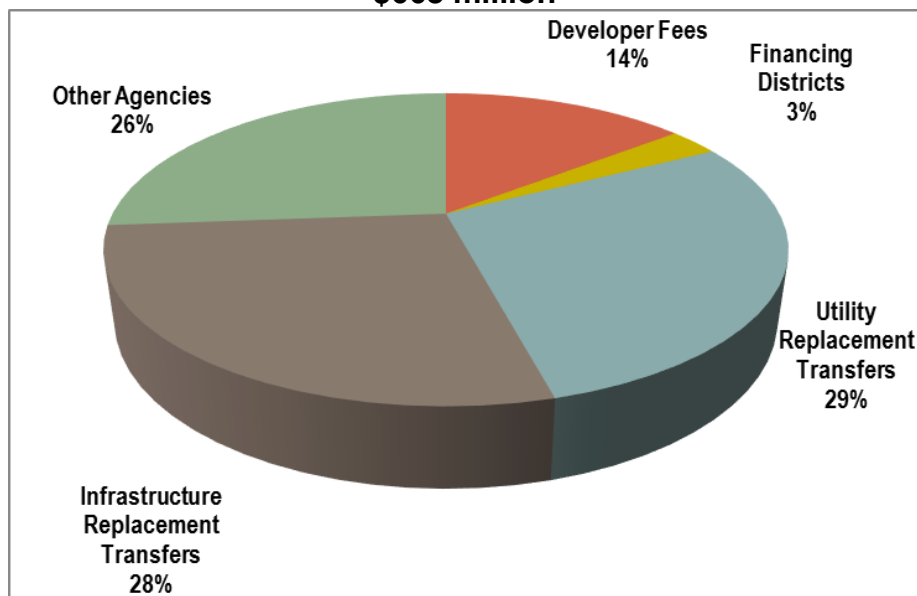
Projects include several neighborhood commercial/retail developments, hotels and timeshares, and other office and mixed-use projects. Development estimates provide data for estimating future fee revenues, which are calculated by multiplying each applicable development fee by the estimated number of dwelling units and/or square feet of construction expected during each year.

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

REVENUES

Over the next 15 years, revenues for Capital Projects are estimated at \$668 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
FY 2018-19 to FY 2032-33
\$668 million**



Approximately 17 percent of all capital revenue is received as a result of development (Developer Fees and Financing Districts in the chart above), and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial/industrial square feet. These 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, Community Facilities Districts (CFD) and Bridge and Thoroughfare Benefit Districts (BTD). Water and wastewater replacement revenues generated by user fees equal approximately 29 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 26 percent consists of revenues from other agencies and include federal and state grants, the county sales tax program (TransNet), Gas Tax, and contributions or reimbursements from cities, developers, and other agencies.

CALCULATION OF FUTURE FEES

The revenue projections in the CIP reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of multi-family and single-family residential units is assumed to be 57 percent and 43 percent, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone. The building permit valuation used for computing Public Facilities Fees is \$198,400 per multi-family dwelling unit, and \$366,800 per single-family dwelling unit. A building permit valuation of \$51 per square foot of construction is used to calculate non-residential Public Facilities Fees.

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

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 and industrial buildings 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 2018-19 CIP is guided by the city's commitment to ensure that high quality facilities and infrastructure are constructed and maintained to serve the citizens, businesses, and visitors who come to Carlsbad. 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 now and well into the future. The FY 2018-19 CIP reflects the commitment of Carlsbad's City Council and staff to continue providing the highest standards of quality for our community today and in the future.

FY 2018-19 CAPITAL IMPROVEMENT PROGRAM OVERVIEW

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 2018-19 CIP, compliance with the Growth Management Plan is continued.



**CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2017-18**

FUND	JULY 1, 2017		PROJECTED EXPENDITURES	PROJECTED DEBT SERVICE LOANS & OTHER	JUNE 30, 2018 PROJECTED BALANCE
	UNRESERVED BALANCE	PROJECTED REVENUES			
BTD#2 - POINSETTIA LANE/AVIARA PKWY	11,193,255	333,064	95	0	11,526,224
BTD#3 - CANNON ROAD WEST	677,735	70,620	18,538	174,400	555,417
COMMUNITY DEVELOPMENT BLOCK GRA	0	16,335	16,335	0	0
CFD #1 - CITYWIDE	80,024,851	3,924,209	457,034	154,658	83,337,368
GAS TAX	13,026,247	2,769,827	4,615,114	610,000	10,570,960
GAS TAX 1B	0	648,595	0	0	648,595
GENERAL CAPITAL CONST.	47,643,185	423,645	6,684,986	0	41,381,844
GRANTS - FEDERAL	0	1,105,372	1,059,012	0	46,360
INFRASTRUCTURE REPLACEMENT	99,688,477	11,528,710	4,018,498	0	107,198,689
OTHER	1,797,089	25,779	0	0	1,822,868
PARK FEE ZONES 5,13,16	3,713,170	529,572	0	0	4,242,742
PARK-IN-LIEU NE	2,348,874	599,701	0	0	2,948,575
PARK-IN-LIEU NW	1,448,978	387,323	759,533	0	1,076,768
PARK-IN-LIEU SE	2,374,861	684,668	1,288,862	0	1,770,667
PARK-IN-LIEU SW	2,779,330	98,778	94,016	0	2,784,092
PLANNED LOCAL DRAINAGE AREA A	790,263	85,160	0	0	875,423
PLANNED LOCAL DRAINAGE AREA B	3,695,817	486,486	1,197,575	0	2,984,728
PLANNED LOCAL DRAINAGE AREA C	1,524,103	108,298	0	0	1,632,401
PLANNED LOCAL DRAINAGE AREA D	641,737	270,427	0	0	912,164
PUBLIC FACILITIES FEE	31,242,494	3,931,905	10,216,207	0	24,958,192
SEWER CONNECTION	11,420,325	17,217,838	11,905,354	0	16,732,809
SEWER REPLACEMENT	26,623,493	4,736,096	6,224,468	0	25,135,121
TDA	(7,779)	23,682	8,500	0	7,403
TRAFFIC IMPACT FEE	18,183,495	3,518,848	1,210,348	0	20,491,995
TRANSNET/BIKE	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0
TRANSNET/LOCAL	21,519,276	4,028,851	5,075,558	0	20,472,569
TRANSNET/STP	0	0	0	0	0
WATER - POTABLE	30,164,242	2,716,045	57,678	0	32,822,609
WATER - RECYCLED	(6,943,473)	29,190,414	4,486,698	0	17,760,243
WATER REPLACEMENT - POTABLE	54,751,928	6,205,214	7,493,525	0	53,463,617
WATER REPLACEMENT - RECYCLED	13,768,697	1,357,512	302,926	0	14,823,283
TOTAL	474,090,670	97,022,972	67,190,860	939,058	502,983,724

**CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2018-19**

FUND	JULY 1, 2018 PROJECTED BALANCE	ESTIMATED REVENUES	06/30/2018 CONTINUING APPROPR.	07/01/2018 NEW APPROPR.	2018-19 TOTAL CIP APPROPR.	JUNE 30, 2019 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	11,526,224	2,148,660	12,659,852	0	12,659,852	1,015,032
BTD#3 - CANNON ROAD WEST	555,417	25,440	105,222	0	105,222	475,635
COMMUNITY DEVELOPMENT BLOCK GRA	0	0	0	0	0	0
CFD #1 - CITYWIDE	83,337,368	1,524,896	14,580,486	1,060,000	15,640,486	69,221,778
GAS TAX	10,570,960	2,902,955	10,139,287	4,424,888	14,564,175	(1,090,260)
GAS TAX 1B	648,595	1,888,523	469,631	1,900,000	2,369,631	167,487
GENERAL CAPITAL CONST.	41,381,844	0	19,873,320	18,019,700	37,893,020	3,488,824
GRANTS - FEDERAL	46,360	1,440,000	46,360	1,440,000	1,486,360	0
INFRASTRUCTURE REPLACEMENT	107,198,689	10,575,000	12,825,259	15,114,600	27,939,859	89,833,830
OTHER	1,822,868	567,000	1,294,592	567,000	1,861,592	528,276
PARK FEE ZONES 5,13,16	4,242,742	188,130	0	0	0	4,430,872
PARK-IN-LIEU NE	2,948,575	336,967	200,000	0	200,000	3,085,542
PARK-IN-LIEU NW	1,076,768	1,056,692	233,350	0	233,350	1,900,110
PARK-IN-LIEU SE	1,770,667	178,695	40,955	0	40,955	1,908,406
PARK-IN-LIEU SW	2,784,092	234,856	2,687,492	292,900	2,980,392	38,556
PLANNED LOCAL DRAINAGE AREA A	875,423	122,399	97,438	0	97,438	900,384
PLANNED LOCAL DRAINAGE AREA B	2,984,728	506,257	3,727,796	0	3,727,796	(236,811)
PLANNED LOCAL DRAINAGE AREA C	1,632,401	152,805	228,017	0	228,017	1,557,189
PLANNED LOCAL DRAINAGE AREA D	912,164	78,465	129,000	0	129,000	861,629
PUBLIC FACILITIES FEE	24,958,192	2,561,982	5,559,883	1,191,090	6,750,973	20,769,201
SEWER CONNECTION	16,732,809	1,431,715	2,577,294	272,000	2,849,294	15,315,230
SEWER REPLACEMENT	25,135,121	5,180,000	19,336,267	7,188,444	26,524,711	3,790,410
TDA	7,403	0	0	0	0	7,403
TRAFFIC IMPACT FEE	20,491,995	3,262,918	10,943,796	3,126,000	14,069,796	9,685,117
TRANSNET/BIKE	0	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0	0
TRANSNET/LOCAL	20,472,569	5,171,000	15,495,738	5,100,000	20,595,738	5,047,831
TRANSNET/STP	0	0	0	0	0	0
WATER - POTABLE	32,822,609	1,964,023	2,477,547	0	2,477,547	32,309,084
WATER - RECYCLED	17,760,243	275,615	15,632,682	0	15,632,682	2,403,176
WATER REPLACEMENT - POTABLE	53,463,617	4,753,000	46,312,522	5,940,000	52,252,522	5,964,095
WATER REPLACEMENT - RECYCLED	14,823,283	1,140,000	972,298	582,810	1,555,108	14,408,175
TOTAL	502,983,724	49,667,992	198,646,084	66,219,432	264,865,516	287,786,200

**CITY OF CARLSBAD
CAPITAL FUNDS
REVENUES ACTUAL AND ESTIMATED**

FUND	2014-15 ACTUAL REVENUE	2015-16 ACTUAL REVENUE	2016-17 ACTUAL REVENUE	2017-18 PROJECTED REVENUE	2018-19 ESTIMATED REVENUE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	376,500	170,247	59,251	333,064	2,148,660
BTD#3 - CANNON ROAD WEST	125,933	142,735	79,875	70,620	25,440
COMMUNITY DEVELOPMENT BLOCK GRA	60,573	16,685	308,112	16,335	0
CFD #1 - CITYWIDE	3,131,287	3,703,742	3,065,439	3,924,209	1,524,896
GAS TAX	3,405,151	2,670,913	2,194,398	2,769,827	2,902,955
GAS TAX 1B	0	0	0	648,595	1,888,523
GENERAL CAPITAL CONST.	6,257,241	0	10,521,222	423,645	0
GRANTS - FEDERAL	94,666	586,794	19,890	1,105,372	1,440,000
INFRASTRUCTURE REPLACEMENT	9,100,767	10,398,720	9,765,585	11,528,710	10,575,000
OTHER	23,530	37,172	11,763	25,779	567,000
PARK FEE ZONES 5,13,16	221,292	222,742	420,515	529,572	188,130
PARK-IN-LIEU NE	8,376	425,412	998,551	599,701	336,967
PARK-IN-LIEU NW	552,636	1,373,329	253,193	387,323	1,056,692
PARK-IN-LIEU SE	681,192	247,608	18,033	684,668	178,695
PARK-IN-LIEU SW	108,507	1,144,840	52,856	98,778	234,856
PLANNED LOCAL DRAINAGE AREA A	473,617	60,052	49,255	85,160	122,399
PLANNED LOCAL DRAINAGE AREA B	69,657	73,444	362,617	486,486	506,257
PLANNED LOCAL DRAINAGE AREA C	38,249	23,344	4,339	108,298	152,805
PLANNED LOCAL DRAINAGE AREA D	(156,439)	12,157	27,296	270,427	78,465
PUBLIC FACILITIES FEE	2,985,116	3,023,448	6,501,517	3,931,905	2,561,982
SEWER CONNECTION	1,447,571	3,841,658	1,377,814	17,217,838	1,431,715
SEWER REPLACEMENT	4,160,196	3,634,999	4,932,632	4,736,096	5,180,000
TDA	66,652	0	59,887	23,682	0
TRAFFIC IMPACT FEE	3,259,827	2,152,837	3,041,034	3,518,848	3,262,918
TRANSNET/BIKE	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0
TRANSNET/LOCAL	3,197,461	4,114,901	4,172,670	4,028,851	5,171,000
TRANSNET/STP	2,256	1,037	(198)	0	0
WATER - POTABLE	1,117,515	1,273,422	1,932,938	2,716,045	1,964,023
WATER - RECYCLED	10,348	82,341	3,987,107	29,190,414	275,615
WATER REPLACEMENT - POTABLE	4,969,829	6,132,087	5,073,257	6,205,214	4,753,000
WATER REPLACEMENT - RECYCLED	1,067,636	1,362,016	1,015,575	1,357,512	1,140,000
TOTAL CAPITAL FUNDS	46,857,142	46,928,682	60,306,423	97,022,972	49,667,992

Note: Revenues include loans, advances and transfers.

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

FUND	2015-16 ACTUAL EXPENSE	2016-17 ACTUAL EXPENSE	2017-18 ESTIMATED EXPENSE	2018-19 CONTINUING APPROPR.	2018-19 NEW APPROPR.	2018-19 TOTAL CIP APPROPR.
BTD#2 - POINSETTIA LANE/AVIARA PKWY	0	36,395	95	12,659,852	0	12,659,852
BTD#3 - CANNON ROAD WEST	0	1,241	192,938	105,222	0	105,222
COMMUNITY DEVELOPMENT BLOCK GR ^A	16,684	308,112	16,335	0	0	0
CFD #1 - CITYWIDE	365,150	157,793	611,692	14,580,486	1,060,000	15,640,486
GAS TAX	5,970,534	2,992,097	5,225,114	10,139,287	4,424,888	14,564,175
GAS TAX 1B	0	0	0	469,631	1,900,000	2,369,631
GENERAL CAPITAL CONST.	11,460,880	2,396,960	6,684,986	19,873,320	18,019,700	37,893,020
GRANTS - FEDERAL	224,166	41,915	1,059,012	46,360	1,440,000	1,486,360
INFRASTRUCTURE REPLACEMENT	3,236,224	2,834,779	4,018,498	12,825,259	15,114,600	27,939,859
OTHER	0	0	0	1,294,592	567,000	1,861,592
PARK FEE ZONES 5,13,16	0	0	0	0	0	0
PARK-IN-LIEU NE	0	0	0	200,000	0	200,000
PARK-IN-LIEU NW	61,267	1,142,850	759,533	233,350	0	233,350
PARK-IN-LIEU SE	814	3,468	1,288,862	40,955	0	40,955
PARK-IN-LIEU SW	248,431	54,961	94,016	2,687,492	292,900	2,980,392
PLANNED LOCAL DRAINAGE AREA A	0	562	0	97,438	0	97,438
PLANNED LOCAL DRAINAGE AREA B	37,643	230,860	1,197,575	3,727,796	0	3,727,796
PLANNED LOCAL DRAINAGE AREA C	28,925	9,577	0	228,017	0	228,017
PLANNED LOCAL DRAINAGE AREA D	0	0	0	129,000	0	129,000
PUBLIC FACILITIES FEE	7,356,025	766,176	10,216,207	5,559,883	1,191,090	6,750,973
SEWER CONNECTION	14,902,451	24,443,894	11,905,354	2,577,294	272,000	2,849,294
SEWER REPLACEMENT	2,828,540	4,374,704	6,224,468	19,336,267	7,188,444	26,524,711
TDA	21,167	56,619	8,500	0	0	0
TRAFFIC IMPACT FEE	4,365,785	3,693,452	1,210,348	10,943,796	3,126,000	14,069,796
TRANSNET/BIKE	0	0	0	0	0	0
TRANSNET/HIGHWAY	0	0	0	0	0	0
TRANSNET/LOCAL	3,264,384	3,418,316	5,075,558	15,495,738	5,100,000	20,595,738
TRANSNET/STP	77,977	51,749	0	0	0	0
WATER - POTABLE	1,043,581	3,047	57,678	2,477,547	0	2,477,547
WATER - RECYCLED	9,166,130	2,241,719	4,486,698	15,632,682	0	15,632,682
WATER REPLACEMENT - POTABLE	5,066,196	2,718,426	7,493,525	46,312,522	5,940,000	52,252,522
WATER REPLACEMENT - RECYCLED	0	30,136	302,926	972,298	582,810	1,555,108
TOTAL CAPITAL FUNDS	69,742,954	52,009,808	68,129,918	198,646,084	66,219,432	264,865,516

Note: Expenditures include loans, advances and transfers.





FY 2018-19 to 2032-22 Capital Improvement Program

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-10 2024-28	YEAR 11 -15 2029-33
CIVIC PROJECTS												
ADMINISTRATIVE FACILITIES												
40081	CITY HALL	CFD#1	32,420,000	954	277,151	750,000					31,391,895	
35721	ORION CENTER	CFD#1	18,774,693	4,621,436	14,153,257							
35724	ORION CENTER - ART	CFD#1	150,078		150,078							
35722	ORION CENTER	WATER REPL	7,678,400	532	7,677,868							
35723	ORION CENTER	SEWER REPL	4,343,000	5,000	4,338,000							
POLICE & FIRE FACILITIES												
40701	CARLSBAD SAFETY TRAINING FACILITY - FIREARMS RANGE NOISE MITIGATION	GCC	350,500	170,829	179,671							
40601	FIRE STATION NO. 2 REPLACEMENT	GCC	10,550,000	750,948	299,052	9,500,000						
40031	FIRE STATION NO. 3 RELOCATION	PFF	9,352,000	8,904,996	447,004							
47151	SAFETY CENTER IMPROVEMENTS	IRF	5,953,050	129,483	2,622,967	3,200,600						
47152	SAFETY CENTER IMPROVEMENTS	GCC	2,013,500	126,764	1,886,736							
LIBRARY FACILITIES												
NA	COLE LIBRARY EXPANSION	CFD#1	5,988,000	-	-							5,988,000
NA	COLE LIBRARY EXPANSION	PFF	11,936,000	-	-							11,936,000
NA	COLE LIBRARY EXPANSION (BROWNLEY DONATION)	GCC	1,000,000									1,000,000
40201	COLE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	GCC	5,300,000	5,253,355	46,645							
40301	DOVE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	GCC	6,213,619	6,100,018	113,601							
40811	DOVE LIBRARY LIGHTING IMPROVEMENTS	GCC	225,000	9,470	215,530							
OPEN SPACE AND TRAILS												
38661	LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION (PROP C)	GCC	1,063,250	943,519	119,731							
40631	TRAIL CONNECTIVITY TO TAMARACK STATE BEACH (PROP C)	GCC	200,000	47,824	152,176							
NA	OPEN SPACE AND TRAILS (PROP C)	GCC	4,000,000	-	-	4,000,000						
MISCELLANEOUS CITYWIDE PROJECTS												
NA	CFD#1 ADMINISTRATION	CFD#1	220,000			110,000	110,000					
40611	VILLAGE PUBLIC GATHERING SPACES STUDY	GCC	345,000		345,000							
SUBTOTAL CIVIC PROJECTS			128,076,090	27,065,128	33,024,467	17,560,600	110,000	-	-	-	31,391,895	18,924,000
FACILITIES MAINTENANCE												
47331	ALGA NORTE PARK MODIFICATIONS	GCC	214,000	30,445	183,555							
47261	CANNON PARK RESTROOM	GCC	690,000	44,450	555,550	90,000						
47271	CITY FACILITY ACCESSIBILITY UPGRADES	GCC	500,000	8,101	291,899	200,000						
47181	CITY HALL COMPLEX REFURBISHMENT	IRF	994,000	912,515	6,485	75,000						
47251	CITY HALL EXTERIOR REFURBISHMENT	GCC	2,250,000	270,994	1,979,006							
47191	EMERGENCY CENTER RECONFIGURATION	GCC	1,658,000	14,054	1,643,946							
47192	EMERGENCY CENTER RECONFIGURATION	IRF	200,000		200,000							
47201	FARADAY REHABILITATION	IRF	2,854,380	586,043	1,768,337	500,000						
47211	FIRE STATION NO. 1 REFURBISHMENT	IRF	150,000	110,901	39,099							
47351	FIRE STATION NO. 1, 4 & 5 SECURITY FENCING	GCC	400,000	107,859	292,141							
NEW	FIRE STATION NO. 4 EXPANSION	IRF	810,000			810,000						
47361	FIRE STATION NO. 5 NEW ROOF AND STORAGE BUILDING	GCC	225,000	24,997	125,003	75,000						
47141	FLEET MAINTENANCE REFURBISHMENT	IRF	1,265,000	117,136	857,864	290,000						
47142	FLEET MAINTENANCE REFURBISHMENT	GCC	825,100		694,900	130,200						
NA	FUTURE FACILITIES MAINTENANCE PROJECTS	IRF	14,000,000				1,000,000	1,000,000	1,000,000	1,000,000	5,000,000	5,000,000
47081	HARDING CENTER REFURBISHMENT	IRF	115,000	111,532	3,468							
47091	HOLIDAY PARK FACILITIES MAINTENANCE	IRF	80,000	4,500	45,500	30,000						
47281	HOSP GROVE PARK IMPROVEMENTS	IRF	923,000	7,101	840,899	75,000						
47371	LEO CARRILLO MISC. FACILITY IMPROVEMENTS	IRF	196,000	154,582	41,418							
NEW	LIBRARY FIRE ALARM PANEL UPGRADES	IRF	180,000			180,000						
47221	MAERKLE RESERVOIR SOLAR PROJECT	GCC	250,000	830	249,170							
47231	MISCELLANEOUS BUILDING IMPROVEMENTS	IRF	2,800,000	443,775	106,225	150,000	150,000	150,000	150,000	150,000	750,000	750,000
47241	MONROE STREET POOL REPLACEMENT	IRF	5,417,000	68,393	281,607	5,067,000						
47291	OCEAN STREET RESTROOM	GCC	775,000	35,485	616,515	123,000						
47321	SAFETY TRAINING CENTER WATER RECIRCULATING SYSTEM STUDY	GCC	50,000		50,000							
47381	SENIOR CENTER REFURBISHMENT	IRF	348,000	143,549	204,451							
NEW	STAGECOACH PARK SYNTHETIC TURF REPLACEMENT	IRF	1,800,000			1,800,000						
47391	VILLAGE ARTS BUILDING ROOF AND EXTERIOR REFURBISHMENT	IRF	223,626	2,386	221,240							
SUBTOTAL FACILITIES MAINTENANCE			40,193,106	3,199,628	11,298,278	9,595,200	1,150,000	1,150,000	1,150,000	1,150,000	5,750,000	5,750,000

FY 2018-19 to 2032-22 Capital Improvement Program

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-10 2024-28	YEAR 11 -15 2029-33
PARK DEVELOPMENT PROJECTS												
NORTHWEST QUADRANT PARKS												
NA	BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	ZONE 5	4,760,000	-	-							4,760,000
46031	PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	PIL-NW	2,197,000	1,963,650	233,350							
46032	PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	PFF	10,016,040	9,736,299	279,741							
46033	PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS) - ART	PFF	123,300	109,622	13,678							
NA	VETERAN'S MEMORIAL PARK (ALL QUADRANTS)	CFD#1	23,240,000	-	-	200,000					23,040,000	
NORTHEAST QUADRANT PARKS												
46011	CALAVERA PARK GATEWAY IMPROVEMENTS	GCC	871,850	44,146	617,704	210,000						
38011	ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	PIL-NE	2,650,000	-	200,000							2,450,000
SOUTHWEST QUADRANT PARKS												
46043	AVIARA COMMUNITY PARK	PFF	700,000	-	700,000							
46041	AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS	PIL-SW	3,120,500	367,440	2,463,060	290,000						
46042	AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS - ART	PIL-SW	38,200	29,968	5,332	2,900						
36491	AVIARA REIMBURSEMENT AGREEMENT	PIL-SW	238,000	18,900	219,100							
46051	POINSETTIA COMMUNITY PARK - PHASE 3	PFF	16,395,000	445,638	3,846,362						12,103,000	
46052	POINSETTIA COMMUNITY PARK - PHASE 3 - ART	PFF	43,225	38,631	4,594							
46081	POINSETTIA COMMUNITY PARK - PHASE 4 - DOG PARK	PFF	984,000	2,621	27,379	954,000						
NEW	POINSETTIA COMMUNITY PARK - PHASE 4 - DOG PARK - ART	PFF	9,840			9,840						
SOUTHEAST QUADRANT PARKS												
46021	LEO CARRILLO PARK - PHASE 3	PFF	1,631,500	1,406,499	1	225,000						
46023	LEO CARRILLO PARK - PHASE 3 - ART	PFF	29,655		27,405	2,250						
46022	LEO CARRILLO PARK - PHASE 3	PIL-SE	1,334,100	1,293,145	40,955							
SUBTOTAL PARK PROJECTS			68,382,210	15,456,559	8,678,661	1,893,990	-	-	-	-	35,143,000	7,210,000
DRAINAGE PROJECTS												
66181	AGUA HEDIONDA CREEK STORM DRAIN OUTFALL (FAROL COURT)	IRF	696,700	591,378	5,322	100,000						
66191	BUENA VISTA CREEK CHANNEL FENCING	GCC	400,000	28,884	171,116	200,000						
66071	CMP REPLACEMENT PROGRAM	IRF	5,114,360	2,908,486	170,874	420,000	1,615,000					
66261	CURB INLET FILTER RETROFIT	IRF	230,000		230,000							
NA	DMP FACILITY AAA (JEFFERSON STREET)	PLDA	289,534	-	-							289,534
NA	DMP FACILITY AAAA (MADISON STREET)	PLDA	416,500	-	-							416,500
66091	DMP FACILITY AC (HIGHLAND DRIVE)	PLDA	921,408	-	-							921,408
NA	DMP FACILITY AFA (HIDDEN VALLEY DRAINAGE RESTORATION)	PLDA	91,608	-	-							91,608
NA	DMP FACILITY AFB (CALAVERA HILLS DRAINAGE RESTORATION)	PLDA	163,164	-	-							163,164
33381	DMP FACILITY B & BN (AGUA HEDIONDA AND CALAVERA CREEK PLDA "B")	PLDB	4,598,066	3,533,556	1,064,510							
66211	DMP WETLAND CREATION	PLDB	955,000	35,792	919,208							
NA	DMP FACILITY BB 1 and 2 (WASHINGTON STREET)	PLDB	1,086,065	-	-							1,086,065
66171	DMP FACILITY BCA (PARK DRIVE AND TAMARACK AVENUE PLDA "B")	PLDB	1,459,718	1,223,258	236,460							
NA	DMP FACILITY BCB (MAGNOLIA AVENUE)	PLDB	468,096	-	-							468,096
66271	DMP FACILITY BFA (COUNTRY STORE)	PLDB	963,673	-	963,673							
NA	DMP FACILITY BFB-L & BFB-1 (TAMARACK AND EL CAMINO REAL PLDA "B")	PLDB	904,329	-	-							904,329
66221	DMP FACILITY BFB-U (EL CAMINO REAL)	PLDB	138,220	52,275	85,945							
36363	DMP FACILITY BJ B, BNB AND BJ-1 (COLLEGE BOULEVARD/CANNON ROAD)	PLDB	2,761,644	2,249,448	-							512,196
NA	DMP FACILITY BL-L (COLLEGE BLVD. BRIDGE REIMB. PLDA "B")	PLDB	1,816,101	-	-						1,816,101	
NA	DMP FACILITY BL-U (COLLEGE BOULEVARD)	PLDB	384,509	-	-							384,509
NA	DMP FACILITY BM (CANTARINI/COLLEGE BOULEVARD BOX CULVERT)	PLDB	204,077	-	-							204,077
NA	DMP FACILITY BQ (SUNNY CREEK)	PLDB	131,355	-	-							131,355
NA	DMP FACILITY BR (CANTARINI/COLLEGE BOULEVARD PIPE DRAINAGE)	PLDB	180,773	-	-							180,773
39192	DMP FACILITY C1 - CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE PLDA "C")	PLDC	2,539,565	2,376,548	163,017							
NA	DMP FACILITY C2 (PASEO DEL NORTE)	PLDC	727,730	-	-							727,730
NA	DMP FACILITY CA (AVENIDA ENCINAS)	PLDC	529,402	-	-							529,402
NA	DMP FACILITY DBA (POINSETTIA VILLAGE)	PLDD	167,215	-	-							167,215
NA	DMP FACILITY DBB (AVENIDA ENCINAS)	PLDD	429,108	-	-							429,108
NA	DMP FACILITY DFA (BATIQUITOS LAGOON STORMWATER TREATMENT)	PLDD	256,423	-	-							256,423
NA	DMP FACILITY DH (ALTIVE PLACE CANYON RESTORATION)	PLDD	232,812	-	-							232,812
NA	DMP FACILITY DQB (LA COSTA TOWN CENTER)	PLDD	745,842	-	-							745,842
NA	DMP FACILITY DZ (POINSETTIA LANE)	PLDD	642,063	-	-							642,063
66231	DRAINAGE MASTER PLAN UPDATE	PLDA	98,000	562	97,438							
66232	DRAINAGE MASTER PLAN UPDATE	PLDB	458,000		458,000							
66233	DRAINAGE MASTER PLAN UPDATE	PLDC	65,000		65,000							
66234	DRAINAGE MASTER PLAN UPDATE	PLDD	129,000		129,000							
66161	FIRE STATION DRAINAGE IMPROVEMENTS	GCC	225,000	-	225,000							

FY 2018-19 to 2032-22 Capital Improvement Program

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-10 2024-28	YEAR 11 -15 2029-33
66241	HEADWALL REPLACEMENT PROGRAM	IRF	510,000	34,369	475,631							
66061	KELLY DRIVE CHANNEL REPAIR	IRF	1,161,000	367,968	793,032							
NA	KELLY DRIVE CHANNEL REPLACEMENT	IRF	2,114,000								2,114,000	
66021	LA COSTA AVENUE DRAINAGE IMPROVEMENTS	IRF	1,129,150	648,152	280,998	200,000						
66281	LAGUNA DRIVE STORM DRAIN	GAS TAX	370,000		370,000							
66251	LAKE CALAVERA STORM DRAIN IMPROVEMENTS	GCC	236,500	8,424	228,076							
66141	MARCA PLACE DRAINAGE IMPROVEMENTS	GAS TAX	65,000	1,071	63,929							
66082	NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GAS TAX	6,090,594	6,075,918	14,676							
66083	NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	IRF	2,548,415	26,644	403,356	1,174,000	944,415					
66111	PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	GCC	717,439	717,159	280							
66112	PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	GAS TAX	2,065,000			1,865,000	200,000					
66042	ROMERIA DRAINAGE IMPROVEMENTS	GAS TAX	348,000	348,000	-							
66041	ROMERIA DRAINAGE IMPROVEMENTS	GCC	380,000	299,000	-	81,000						
66201	STORM DRAIN CONDITION ASSESSMENT	IRF	1,000,000	183,039	116,961	100,000	100,000	100,000	100,000	100,000	200,000	
	SUBTOTAL DRAINAGE PROJECTS		50,355,158	21,709,931	7,731,502	4,140,000	2,859,415	100,000	100,000	100,000	4,130,101	9,484,209

SEWER PROJECTS

ENCINA WATER POLLUTION CONTROL FACILITY												
58011	ENCINA CAPITAL PROJECTS	SEWER REPL	96,745,398	18,148,752	6,585,819	5,218,444	4,838,180	4,033,816	3,269,589	4,491,072	24,648,013	25,511,713
SEWER COLLECTION SYSTEM												
NEW	AGUA HEDIONDA LIFT STATION BIOLOGICAL MONITORING	SEWER REPL	125,000			125,000						
55371	BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	SEWER REPL	1,150,000	175	249,825	900,000						
55011	BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER REPL	3,326,000	431,016	930,984		1,964,000					
55012	BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER CONN	500,000	-	500,000							
55441	BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	SEWER REPL	1,987,000		507,000		1,480,000					
55381	CHINQUAPIN LIFT STATION FORCE MAIN OUTFALL REALIGNMENT	SEWER REPL	320,000	-	320,000							
55391	FARADAY & EL CAMINO REAL SEWER REPLACEMENT - ORION TO PAR	SEWER CONN	1,560,000	-	140,000		1,420,000					
55261	FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	SEWER REPL	4,340,000	4,166,199	173,801							
55401	LAS PALMAS TRUNK SEWER	SEWER CONN	3,132,000	-	-			3,132,000				
NA	NORTH BATIQUITOS INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	SEWER REPL	250,000				250,000					
55361	NORTH BATIQUITOS LIFT STATION FORCEMAIN REHABILITATION	SEWER REPL	550,000	966	549,034							
55311	NORTHWEST QUADRANT CIPP SEWER REHABILITATION	SEWER REPL	700,000	473	699,527							
55201	ODOR AND CORROSION PREVENTION ASSESSMENT	SEWER REPL	380,000	16,294	243,706	60,000	60,000					
NA	QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	OTHER	567,000			567,000						
55421	SCADA INTEGRATED MASTER PLAN	SEWER REPL	207,500	79,963	82,537	45,000						
38401	SEWER LIFT STATION REPAIRS AND UPGRADES	SEWER REPL	4,410,380	1,764,189	296,191	250,000	150,000	150,000	150,000	150,000	750,000	750,000
55131	SEWER LINE CONDITION ASSESSMENT	SEWER REPL	3,033,000	151,808	881,192	200,000	200,000	200,000	200,000	200,000	500,000	500,000
55031	SEWER LINE REFURBISHMENTS AND REPLACEMENT	SEWER REPL	9,767,897	3,679,714	1,138,183	330,000	330,000	330,000	330,000	330,000	1,650,000	1,650,000
55041	SEWER MONITORING PROGRAM	SEWER CONN	700,000	304,627	65,373	22,000	22,000	22,000	22,000	22,000	110,000	110,000
55331	SIMSBURY SEWER EXTENSION	SEWER REPL	671,000	92,443	578,557							
55341	TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	SEWER REPL	1,250,000	-	1,250,000							
NEW	VILLAS SEWER LIFT STATION REPLACEMENT	SEWER REPL	790,000				790,000					
NA	VISTA CARLSBAD INTERCEPTOR - REHABILITATION (VC1 & VC2)	SEWER REPL	141,000				141,000					
34921	VISTA CARLSBAD INTERCEPTOR - AGUA HEDIONDA LS & FORCEMAIN (VC12-VC13)	SEWER CONN	30,367,000	29,886,715	380,285	100,000						
55351	VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION IMPROVEMENTS	SEWER CONN	1,125,000	15,034	1,109,966							
38861	VISTA CARLSBAD INTERCEPTOR - LAGOON BRIDGE REPLACEMENT (VC11B)	SEWER CONN	9,518,000	9,339,953	123,047	55,000						
39491	VISTA CARLSBAD INTERCEPTOR - REACH VC14 TO VC15	SEWER CONN	20,745,000	20,391,377	258,623	95,000						
39501	VISTA CARLSBAD INTERCEPTOR - REACH VC3	SEWER CONN	2,688,200	-	-		596,200	2,092,000				
55431	WATER, RECYCLED, AND SEWER MASTER PLAN	SEWER REPL	337,680	275,769	61,911							
	SUBTOTAL SEWER PROJECTS		201,384,055	88,745,467	17,125,561	7,967,444	12,241,380	9,959,816	3,971,589	5,193,072	27,658,013	28,521,713

WATER DISTRIBUTION SYSTEM

NA	AVIARA PARKWAY AND PLUM TREE WATERLINE	WATER REPL	815,000	-	-		815,000					
50481	CARLSBAD BOULEVARD WATERLINE REPLACEMENT AT TERRAMAR	WATER REPL	1,930,000		1,930,000							
50071	CATHODIC PROTECTION PROGRAM	WATER REPL	1,246,700	169,688	1,077,012							
50131	COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (375 ZONE)	WATER CONN	1,060,000	183	1,059,817							
50121	COLLEGE BOULEVARD - CANNON ROAD TO BADGER LANE (490 ZONE)	WATER CONN	1,090,000	-	1,090,000							
50331	CRESTVIEW DRIVE TRANSMISSION MAIN	WATER REPL	240,000	-	240,000							
50381	DESALINATED WATER FLOW CONTROL FACILITY	WATER CONN	1,104,300	1,104,070	230							
50341	EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	WATER REPL	800,000	-	-		800,000					
50431	FIRE FLOW SYSTEM IMPROVEMENTS	WATER REPL	2,899,000	-	1,530,000	90,000	90,000	90,000	90,000	1,009,000		
NA	HYDROELECTRIC GENERATOR AT DESAL FLOW CONTROL FACILITY NO. 5	WATER REPL	2,160,000				85,000			2,075,000		
50291	KELLY RANCH DOMESTIC WATER PRESSURE REDUCING STATION	WATER REPL	560,000	-	560,000							
NEW	LAKE CALAVERA OUTLET IMPROVEMENTS	GCC	780,000			780,000						
50492	LAKE CALAVERA RESERVOIR MITIGATION	GCC	517,185	287,268	(1,583)	231,500						
50351	LIMITED ACCESS PIPELINE RELOCATION PROGRAM	WATER REPL	1,940,000	757,190	1,182,810							
50091	MAERKLE FACILITY IMPROVEMENTS	WATER REPL	2,135,200	1,242,330	892,870							

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50361	MAERKLE RESERVOIR FLOATING COVER REPLACEMENT	WATER REPL	13,055,000	711,243	12,343,757							
50011	MAERKLE RESERVOIR TRANSMISSION MAIN	WATER REPL	6,330,000	172,652	6,157,348							
39041	MISCELLANEOUS PIPELINE REPLACEMENTS	WATER REPL	13,933,000	707,260	1,725,740	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	3,000,000	3,000,000
50501	NORMALLY CLOSED VALVE (INSTALL MOTORIZED VALVE)	WATER REPL	260,000		260,000							
NEW	PALOMAR AIRPORT WATERLINE REALIGNMENT	WATER REPL	525,000			525,000						
50451	POINSETTIA LANE - CASSIA ROAD TO SKIMMER COURT	WATER CONN	300,000	-	300,000							
50531	PRESSURE REDUCING STATION - LOWER EL FUERTE	WATER REPL	600,000		600,000							
50201	PRESSURE REDUCING STATION PROGRAM	WATER REPL	10,102,000	846,578	255,422	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000
NA	RANCHO CARLSBAD GROUNDWATER SUPPLY	WATER CONN	1,750,000								325,000	1,425,000
NA	RANCHO CARLSBAD GROUNDWATER SUPPLY	WATER REPL	1,750,000								325,000	1,425,000
50241	RESERVOIR REPAIR AND MAINTENANCE PROGRAM	WATER REPL	7,500,000	3,906,043	1,743,957						1,850,000	
NA	SAN DIEGUITO WATER INTERTIE AND PIPELINE EXTENSION	WATER REPL	950,000	-	-	280,000	670,000					
50441	SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	WATER CONN	8,527,500	-	27,500							8,500,000
50442	SAN LUIS REY MISSION BASIN GROUNDWATER SUPPLY	WATER REPL	8,527,500	-	27,500							8,500,000
NA	SANTA FE II INLET PIPELINE	WATER REPL	2,838,000			470,000	2,368,000					
50461	SANTA FE II RESERVOIR SITE ELECTRICAL IMPROVEMENTS	WATER REPL	150,000	8,580	141,420							
55422	SCADA INTEGRATED MASTER PLAN	WATER REPL	955,000	322,950	422,050	210,000						
50081	TRI-AGENCY WATER TRANSMISSION PIPELINE REPLACEMENT	WATER REPL	6,455,000	2,152,695	4,302,305							
50511	WATER CONDITION ASSESSMENT PROGRAM	WATER REPL	2,300,000		400,000	200,000	200,000	200,000	200,000	100,000	500,000	500,000
50521	WATER LOSS MONITORING	WATER REPL	300,000	2,288	147,712	50,000	50,000	50,000				
50191	WATER VALVE REPAIR/REPLACEMENT PROGRAM	WATER REPL	16,000,000	3,236,433	113,567	1,750,000	1,250,000	1,250,000	1,250,000	650,000	3,250,000	3,250,000
55432	WATER, RECYCLED, AND SEWER MASTER PLAN	WATER REPL	413,560	351,986	61,574							
	SUBTOTAL WATER DISTRIBUTION SYSTEM		122,798,945	15,979,437	38,591,008	6,686,500	7,928,000	3,190,000	3,140,000	5,434,000	12,250,000	29,600,000
	RECYCLED WATER SYSTEM											
52051	ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	WATER REPL	560,000	52,972	507,028							
52031	CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	WATER REPL	709,390	313,952	395,438							
52032	CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	RECL REPL	5,125,549		141,100	287,810	294,000	300,000	306,000	312,000	1,656,134	1,828,505
52131	CWRF IRRIGATION AND LANDSCAPE	RECL REPL	175,000		175,000							
52111	RECYCLED WATER CONDITION ASSESSMENT PROGRAM	RECL REPL	2,400,000		400,000	200,000	200,000	200,000	200,000	200,000	500,000	500,000
50271	RECYCLED WATER LINE - CWRF TO AGUA HEDIONDA LAGOON	WATER REPL	1,632,594	1,331,332	301,262							
50272	RECYCLED WATER LINE - CWRF TO AGUA HEDIONDA LAGOON	RECL WATER	3,417,406	3,417,406	-							
52092	RECYCLED WATER PHASE 3 - CWRF EXPANSION	RECL WATER	6,844,124	6,844,027	97							
52091	RECYCLED WATER PHASE 3 - CWRF EXPANSION	WATER REPL	3,517,276	3,413,772	103,504							
52082	RECYCLED WATER PHASE 3 - PIPELINES	RECL WATER	18,700,000	5,007,385	13,692,615							
52081	RECYCLED WATER PHASE 3 - PIPELINES	WATER REPL	2,497,530	1,775,758	721,772							
52102	RECYCLED WATER PHASE 3 - RESERVOIR	RECL WATER	2,250,000	310,030	1,939,970							
52101	RECYCLED WATER PHASE 3 - RESERVOIR	WATER REPL	690,000	5,190	419,810	265,000						
52121	RECYCLED WATER VALVE & APPURTENANCE REPLACEMENT PROGRAM	RECL REPL	850,000		100,000	50,000	50,000	50,000	50,000	50,000	250,000	250,000
55423	SCADA INTEGRATED MASTER PLAN	RECL REPL	207,500	68,000	94,500	45,000						
55433	WATER, RECYCLED, AND SEWER MASTER PLAN	RECL REPL	326,760	265,062	61,698							
	SUBTOTAL RECYCLED WATER PROJECTS		49,903,129	22,804,886	19,053,794	847,810	544,000	550,000	556,000	562,000	2,406,134	2,578,505
	CIRCULATION SYSTEM											
	TRAFFIC SIGNALS											
63261	ADAPTIVE TRAFFIC SIGNAL PROGRAM	TRANSNET-LOC	1,891,938	620,990	520,948	750,000						
63264	ADAPTIVE TRAFFIC SIGNAL PROGRAM (2018 -NON JURISDICTIONAL)	TRANSNET-LOC	1,000,000	199,676	600,324	200,000						
63271	SIGNAL OPERATIONS MODIFICATIONS	GAS TAX	150,000	32,995	117,005							
63291	TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & CASSIA ROAD	GCC	0		250,000	(250,000)						
63292	TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & CASSIA ROAD	GAS TAX	250,000		-	250,000						
63301	TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & ORIOLE COURT	GCC	0		250,000	(250,000)						
63302	TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & ORIOLE COURT	GAS TAX	250,000		-	250,000						
NA	TRAFFIC SIGNAL - ALGA ROAD AND CAZADERO DRIVE	GAS TAX	210,000	-	-						210,000	
NA	TRAFFIC SIGNAL - ARMADA DRIVE AND FLEET STREET SOUTH	GAS TAX	210,000	-	-						210,000	
NA	TRAFFIC SIGNAL - ARMADA DRIVE AND GRAND PACIFIC RESORTS	GAS TAX	210,000	-	-						210,000	
63251	TRAFFIC SIGNAL - CAMINO DE LOS COCHES AND LA COSTA AVENUE	GAS TAX	250,000	-	190,000	60,000						
NA	TRAFFIC SIGNAL - CAMINO VIDA ROBLE AND YARROW DRIVE	GAS TAX	210,000	-	-							210,000
63031	TRAFFIC SIGNAL - EL CAMINO REAL AND TAMARACK AVENUE SIGNAL REPAIRS	IRF	200,000	184,306	15,694							
63281	TRAFFIC SIGNAL - EL FUERTE STREET AND RANCHO PANCHO	GAS TAX	210,000	-	190,000	20,000						
63311	TRAFFIC SIGNAL - FARADAY AVENUE AND CAMINO HILLS DRIVE	GAS TAX	210,000	-	190,000	20,000						
63141	TRAFFIC SIGNAL - FARADAY AVENUE AND PALMER WAY	GAS TAX	210,000	-	-			210,000				
39381	TRAFFIC SIGNAL - LA COSTA AVENUE AND LEVANTE STREET	GAS TAX	250,000	-	-		250,000					
63321	TRAFFIC SIGNAL - MAVERICK WAY & CAMINO DE LOS COCHES	GCC	0		120,000	(120,000)						
63322	TRAFFIC SIGNAL - MAVERICK WAY & CAMINO DE LOS COCHES	GAS TAX	120,000		-	120,000						
NA	TRAFFIC SIGNAL - MONROE STREET AND HOSP WAY	GAS TAX	210,000	-	-						210,000	
NA	TRAFFIC SIGNAL - POINSETTIA LANE AND BRIGANTINE ROAD	GAS TAX	210,000	-	-						210,000	
NA	TRAFFIC SIGNAL - TAMARACK AVENUE AND VALLEY STREET	GAS TAX	210,000	-	-						210,000	
63331	TRAFFIC SIGNAL MASTER PLAN	GCC	150,000		120,000	30,000						

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63201	TRAFFIC SIGNAL PROGRAM	GCC	912,000	900,737	11,263							
63202	TRAFFIC SIGNAL PROGRAM	IRF	4,772,974	3,631,886	1,141,088							
63203	TRAFFIC SIGNAL PROGRAM - FIBER OPTIC	GCC	229,750	196,896	32,854							
SUBTOTAL TRAFFIC SIGNAL PROJECTS			12,526,662	5,767,486	3,749,176	1,080,000	250,000	210,000	0	0	1,260,000	210,000
STREET PROJECTS												
60651	ADA BEACH ACCESS STUDY	GCC	75,000		75,000							
60491	ADA IMPROVEMENT PROGRAM	TRANSNET-LOC	1,670,000	929,381	320,619	420,000						
NEW	ADVANCE STREET NAME SIGNS	GAS TAX	40,000			40,000						
60841	ASSESSMENT DISTRICT 97-1 CONCRETE IMPROVEMENTS	GCC	420,000	530	419,470							
60041	AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	TIF	5,346,750	169,750			5,177,000					
40131	BARRIO STREET LIGHTING	GCC	760,000	87,391	672,609							
38961	BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	IRF	767,500	456,774	310,726							
38962	BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	GCC	5,044,250	535,518	2,534,482	1,129,000	845,250					
60661	BRIDGE PREVENTITIVE MAINTENANCE PROGRAM	IRF	1,638,000	653,627	88,373	448,000	448,000					
60671	BTD#3 RECONCILIATION AND CLOSEOUT	BTD#3	125,000	19,778	105,222							
60301	CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	GCC	859,400	55,605	803,795							
60581	CARLSBAD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	GAS TAX	1,576,000	683,980	892,020							
60583	CARLSBAD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS (BIKE)	TRANSNET-LOC	1,054,000	-	1,054,000							
60142	CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	FED GRNT	1,251,310	1,238,440	12,870							
60143	CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	TRANSNET-LOC	200,942	187,709	13,233							
60531	CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	GCC	338,455	239,317	99,138							
60532	CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	TRANSNET-LOC	16,923	2,868	14,055							
60533	CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	FED GRNT	130,622	97,132	33,490							
60631	CARLSBAD BLVD EMERGENCY REPAIR	GAS TAX	841,000	411,053	429,947							
NA	CARLSBAD BLVD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	GAS TAX	2,763,000	-	-							2,763,000
60681	CARLSBAD BLVD PEDESTRIAN LIGHTING - TAMARACK TO STATE STREET	TRANSNET-LOC	1,325,000	21,925	1,303,075							
60311	CARLSBAD BLVD REALIGNMENT	TRANSNET-LOC	3,250,000	1,528,892	1,471,108	250,000						
60312	CARLSBAD BLVD REALIGNMENT	GCC	0	-	250,000	(250,000)						
NA	CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	TIF	932,000	-	-							932,000
NA	CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP / 20%)	TIF	3,681,000	-	-							3,681,000
NA	CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	TIF	984,000	-	-							984,000
NA	CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP/20%)	TIF	1,274,000	-	-							1,274,000
45091	CARLSBAD STATE BEACH BLUFF RESTORATION	GCC	499,830	410,062	89,768							
45081	CARLSBAD STATE BEACH GREENWAY IMPROVEMENTS	GCC	400,000	256,313	143,687							
NA	CARLSBAD VILLAGE DR. & GRAND AVE. PEDESTRIAN AND CROSSING IMP.	TRANSNET-LOC	1,320,000	-	-			1,320,000				
NA	CARLSBAD VILLAGE DRIVE WIDENING - PONTIAC DRIVE TO VICTORIA AVENUE	TIF	3,102,000	-	-							3,102,000
NA	CHESTNUT AVENUE COMPLETE STREET IMPROVEMENTS	TRANSNET-LOC	1,080,000	-	-		1,080,000					
60691	CHESTNUT COMPLETE STREET I-5 TO RAILROAD PROJECT STUDY	TRANSNET-LOC	85,000	-	-		85,000					
NA	CHRISTIANSEN AVENUE IMPROVEMENTS	TRANSNET-LOC	310,000	-	-		310,000					
36362	COLLEGE BLVD REACH A AND CANNON ROAD REACH 4A	OTHER	1,713,000	418,408	1,294,592							
60132	CONCRETE REPAIR/REPLACEMENT PROGRAM	GAS TAX	6,183,000	1,764,509	668,491	250,000	250,000	250,000	250,000	250,000	1,250,000	1,250,000
60133	CONCRETE REPAIR/REPLACEMENT PROGRAM	GAS TAX 1B	107,000	-	67,000	40,000						
60561	EL CAMINO REAL AND AGUA HEDIONDA CREEK BRIDGE RAILING & SIDEWALK	IRF	120,000	-	210,000							
60421	EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	TIF	2,285,000	1,263,495	921,505	100,000						
NA	EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	TIF	1,132,000	-	-							1,132,000
60711	EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	GAS TAX	895,000	175,469	339,531	380,000						
60712	EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	GCC	131,000	-	131,000							
60501	EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK AVENUE	TIF	286,000	-	286,000							
36432	EL CAMINO REAL MEDIANS	GAS TAX	1,984,530	552,530	1,432,000							
36431	EL CAMINO REAL MEDIANS	PFF	909,500	695,781	213,719							
NA	EL CAMINO REAL RIGHT TURN LANE TO EAST BOUND ALGA ROAD	TIF	438,000	-	-							438,000
60721	EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	TRANSNET-LOC	1,380,000	-	2,820,000	(1,440,000)						
60722	EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	FED GRNT	1,440,000	-	-	1,440,000						
60511	EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	TIF	1,925,000	-	-	1,925,000						
60511	EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	TIF	625,000	-	-	625,000						
60851	EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DRIVE	GCC	108,953	-	108,953							
NA	EL CAMINO REAL WIDENING - SUNNY CREEK TO JACKSPAR	TRANSNET-LOC	3,335,000	-	-							3,335,000
39574	EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	GAS TAX	662,634	620,183	42,451							
60741	FACILITY SAFETY AND PARKING LOT LIGHTING ASSESSMENT	IRF	410,000	64,981	19	345,000						
NEW	GUARDRAIL REPLACEMENT AND IMPROVEMENT PROGRAM	GAS TAX	250,000	-	-	250,000						
60751	KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	TRANSNET-LOC	4,175,000	576,981	1,783,019	1,815,000						
60752	KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	GCC	0	-	300,000	(300,000)						
60761	LA COSTA AVENUE - TRAFFIC CALMING	GAS TAX	863,000	19,503	843,497							
60241	LA COSTA AVENUE SLOPE REPAIR WEST OF ROMERIA STREET	GAS TAX	280,000	257,584	2,528	19,888						
60771	LEFT TURN LANE EXTENSIONS	GAS TAX	200,000	-	200,000							
NA	MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	TIF	1,237,000	-	-							1,237,000
60341	MELROSE DRIVE RIGHT TURN LANE TO WEST BOUND PALOMAR AIRPORT ROAD	TIF	561,000	95,633	465,367							

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PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-10 2024-28	YEAR 11 -15 2029-33
60351	MUTCD STREET NAME SIGN REPLACEMENT PROGRAM	GAS TAX	756,187	717,243	38,944							
60781	OCEAN STREET RECONFIGURATION CONCEPTS STUDY	GCC	95,000		95,000							
60281	PALOMAR AIRPORT ROAD AND COLLEGE BLVD IMPROVEMENTS	TIF	495,500	345,556	149,944							
NA	PALOMAR AIRPORT ROAD/EL FUERTE STREET RIGHT TURN LANE	TIF	1,198,000	-	-						1,198,000	
60432	PALOMAR AIRPORT ROAD/PASEO DEL NORTE LEFT TURN LANE	TRANSNET-LOC	228,277	71,931	156,346							
60442	PALOMAR AIRPORT ROAD/PASEO DEL NORTE RIGHT TURN LANE	TRANSNET-LOC	559,639	80,536	479,103							
60521	PARKING LOT MAINTENANCE PROGRAM	IRF	1,530,000	213,058	1,316,942							
60012	PAVEMENT MANAGEMENT PROGRAM	GAS TAX	8,138,129	7,282,609	855,520							
60016	PAVEMENT MANAGEMENT PROGRAM	GAS TAX 1B	33,360,000	297,369	402,631	1,860,000	2,200,000	2,200,000	2,200,000	2,200,000	11,000,000	11,000,000
60011	PAVEMENT MANAGEMENT PROGRAM	TRANSNET-LOC	40,446,377	17,820,150	126,227	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	7,500,000	7,500,000
60013	PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	TRANSNET-LOC	7,622,476	5,551,923	1,730,553	340,000						
39221	POINSETTIA LANE - REACH E CASSIA ROAD TO SKIMMER COURT	BTD#2	14,081,200	298,148	12,659,852							1,123,200
NA	POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	BTD#2	1,168,833	-	-							1,168,833
NA	POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS DRIVE (RTCIP)	TIF	1,039,000	-	-							1,039,000
60571	PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	GCC	3,610,336	3,476,750	133,586							
60572	PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	IRF	726,683	550,000	26,683	150,000						
60591	RAILROAD DOUBLE TRACKING	GCC	2,250,000	185,710	64,290	2,000,000						
NEW	RANCHO SANTA FE TRAIL SLOPE IMPROVEMENTS	GCC	350,000			350,000						
60701	RESIDENTIAL TRAFFIC IMPROVEMENT PROGRAM	GAS TAX	1,500,000	227,938	372,062	300,000	300,000	300,000				
60371	RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	GAS TAX	2,320,000	21,316	2,298,684							
60791	ROADWAY IMPROVEMENTS - COASTAL AREA ANALYSIS & IMPLEMENTATION	GCC	200,000	602	199,398							
60811	ROADWAY SLOPE STABILIZATION	GAS TAX	450,000	91,955	358,045							
60191	SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	TIF	1,766,204	357,517	1,408,687							
60192	SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	WATER REPL	71,000	204	70,796							
60191	SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE (SDG&E FUNDS)	TIF	1,520,000		1,520,000							
60021	SIDEWALK/STREET CONSTRUCTION PROGRAM	TIF	4,400,000	458,323	2,441,677	300,000	300,000	300,000	300,000	300,000		
60821	STATE STREET IMPROVEMENTS AT NW CORNER OF GRAND	TRANSNET-LOC	325,000		-		325,000					
60622	STREET LIGHTING REPLACEMENT PROGRAM	TRANSNET-LOC	3,325,000	156,872	1,518,128	825,000	825,000					
60621	STREET LIGHTING REPLACEMENT PROGRAM	GCC	320,000	319,931	69							
60541	TERRAMAR AREA COASTAL IMPROVEMENTS	TIF	4,300,001	1,089,185	2,710,816	500,000						
60541	TERRAMAR AREA COASTAL IMPROVEMENTS (SDG&E FUNDS)	TIF	0		500,000	(500,000)						
60542	TERRAMAR AREA COASTAL IMPROVEMENTS (PARK)	GCC	999,999	73	999,926							
60543	TERRAMAR AREA COASTAL IMPROVEMENTS	TRANSNET-LOC	1,000,000		1,000,000							
60544	TERRAMAR AREA COASTAL IMPROVEMENTS	SEWER REPL	350,000		350,000							
60401	TRAFFIC IMPACT FEE UPDATE	TIF	200,000	24,400	175,600							
60031	TRAFFIC MONITORING PROGRAM	TIF	2,102,900	874,700	364,200	96,000	96,000	96,000	96,000	96,000	384,000	
60601	TRAILS ROADWAY CROSSINGS (CATS)	GAS TAX	380,000	264,096	115,904							
60831	UTILITY UNDERGROUNDING PROGRAM STUDY	GCC	100,000		100,000							
NA	VALLEY STREET ROAD DIET AND TRAFFIC CALMING	TRANSNET-LOC	1,645,000				1,645,000					
40141	VILLAGE AND BARRIO BIKE & PEDESTRIAN WAYFINDING	GCC	250,000	69,518	180,482							
40151	VILLAGE AND BARRIO TRAFFIC CIRCLES	GCC	315,000	37,453	277,547							
40152	VILLAGE AND BARRIO TRAFFIC CIRCLES	TRANSNET-LOC	1,025,000		585,000	440,000						
40153	VILLAGE AND BARRIO TRAFFIC CIRCLES	SEWER REPL	160,000		100,000	60,000						
40191	VILLAGE AND BEACH STREETSCAPE	GCC	635,000	530,864	104,136							
40161	VILLAGE DECORATIVE LIGHTING	GCC	177,800	151,353	26,447							
NEW	VILLAGE INTELLIGENT PARKING IMPLEMENTATION	GCC	300,000			60,000	240,000					
60611	WAYFINDING SIGN REPLACEMENT PROGRAM	GAS TAX	150,000	35,947	114,053							
SUBTOTAL STREETS PROJECTS			224,831,140	56,094,332	59,393,637	15,767,888	15,626,250	5,966,000	4,346,000	4,346,000	26,237,000	37,054,033

FY 2018-19 to 2032-22 Capital Improvement Program

PROJ. ID	PROJECT TITLE	FUND	TOTAL COST	PRIOR EXP/ENC	BALANCE FORWARD	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-10 2024-28	YEAR 11 -15 2029-33
LOANS TO OTHER FUNDS												
NA	LOAN - CFD #1 TO TIF	CFD#1	2,113,083	2,113,083								
NA	LOAN - SEWER REPL TO SEWER CONN	SEWER REPL	4,700,000	4,700,000								
NA	LOAN - PFF TO PIL-NW	PFF	800,000	800,000								
NA	LOAN - PFF TO PIL-SW	PFF	1,100,000	1,100,000								
NA	PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	PFF	4,550,000	4,550,000								
SUBTOTAL FUTURE LOANS TO OTHER FUNDS			13,263,083	13,263,083	0	0	0	0	0	0	0	0
REPAYMENTS/TRANSFERS												
NA	GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	GAS TAX	3,600,000			600,000	600,000	600,000	600,000	600,000	600,000	
NA	LOAN: PIL-NE TO PFF FOR PARK SITE ACQUISITION	PIL-NE	4,550,000									4,550,000
NA	LOAN REPAY - SEWER CONN TO SEWER REPL	SEWER CONN	4,700,000									4,700,000
NA	LOAN REPAY - PIL-NW TO PFF	PIL-NW	800,000				800,000					
NA	LOAN REPAY - PIL-SW TO PFF	PIL-SW	1,100,000									1,100,000
NA	TIF TO CFD #1	TIF	2,071,000			80,000	80,000	80,000	80,000	80,000	80,000	1,591,000
SUBTOTAL LOAN REPAYMENTS			16,821,000	0	0	680,000	1,480,000	680,000	680,000	680,000	680,000	11,941,000
GRAND TOTAL ALL FUNDED PROJECTS			928,534,578	270,085,937	198,646,084	66,219,432	42,189,045	21,805,816	13,943,589	17,465,072	146,906,143	151,273,460

UNFUNDED PROJECTS*	
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	6,600,000
CANNON LAKE PARK (6.7 ACRES)	2,243,000
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
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	7,850,000
TOTAL UNFUNDED PROJECTS	63,808,200



Capital Improvement Summary by Fund

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	(1,133,628)	1,015,032	1,994,136	2,009,560	2,009,560	2,009,560
REVENUES							
DEVELOPER FEES		2,148,660	979,104	15,424	-	-	1,866,304
TOTAL REVENUES	N/A	2,148,660	979,104	15,424	-	-	1,866,304
CAPITAL PROJECTS							
POINSETTIA LANE - REACH E CASSIA ROAD TO SKIMMER COURT	12,958,000	-	-	-	-	-	1,123,200
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	-	-	-	-	-	-	1,168,833
TOTAL PROJECT EXPENDITURES	12,958,000	-	-	-	-	-	2,292,033
ENDING FUND BALANCE	N/A	1,015,032	1,994,136	2,009,560	2,009,560	2,009,560	1,583,831

BTD NO. 3 CANNON ROAD WEST							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	450,195	475,635	501,075	526,515	551,955	577,395
REVENUES							
DEVELOPER FEES		25,440	25,440	25,440	25,440	25,440	3,466,454
TOTAL REVENUES	N/A	25,440	25,440	25,440	25,440	25,440	3,466,454
CAPITAL PROJECTS							
BTD#3 RECONCILIATION AND CLOSEOUT	125,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	125,000	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	475,635	501,075	526,515	551,955	577,395	4,043,849

COMMUNITY DEVELOPMENT BLOCK GRANT							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
GRANT REVENUES		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
	0	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	68,756,882	69,221,778	70,643,867	72,294,339	73,884,277	75,431,403
REVENUES							
DEVELOPER SPECIAL TAXES		1,524,896	1,532,089	1,650,472	1,589,939	1,547,125	3,029,752
TOTAL REVENUES	N/A	1,524,896	1,532,089	1,650,472	1,589,939	1,547,125	3,029,752
CAPITAL PROJECTS							
CFD#1 ADMINISTRATION	-	110,000	110,000	-	-	-	-
CITY HALL	278,105	750,000	-	-	-	-	31,391,895
COLE LIBRARY EXPANSION	-	-	-	-	-	-	5,988,000
LOAN - CFD #1 TO TIF	2,113,083	-	-	-	-	-	-
ORION CENTER	18,774,693	-	-	-	-	-	-
ORION CENTER - ART	150,078	-	-	-	-	-	-
VETERAN'S MEMORIAL PARK (ALL QUADRANTS)	-	200,000	-	-	-	-	23,040,000
TOTAL PROJECT EXPENDITURES	21,315,959	1,060,000	110,000	-	-	-	60,419,895
ENDING FUND BALANCE	N/A	69,221,778	70,643,867	72,294,339	73,884,277	75,431,403	18,041,260

Capital Improvement Summary by Fund

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	431,673	(1,090,260)	212,695	1,755,650	3,808,605	5,861,560
REVENUES							
GAS TAX AND PROP 42 FUNDS		2,902,955	2,902,955	2,902,955	2,902,955	2,902,955	29,029,550
TOTAL REVENUES	N/A	2,902,955	2,902,955	2,902,955	2,902,955	2,902,955	29,029,550
CAPITAL PROJECTS							
ADVANCE STREET NAME SIGNS	-	40,000	-	-	-	-	-
CARLSBAD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS	1,576,000	-	-	-	-	-	-
CARLSBAD BLVD EMERGENCY REPAIR	841,000	-	-	-	-	-	-
CARLSBAD BLVD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	-	-	-	-	-	-	2,763,000
RESIDENTIAL TRAFFIC IMPROVEMENT PROGRAM	600,000	300,000	300,000	300,000	-	-	-
CONCRETE REPAIR/REPLACEMENT PROGRAM	2,433,000	250,000	250,000	250,000	250,000	250,000	2,500,000
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	515,000	380,000	-	-	-	-	-
EL CAMINO REAL MEDIANS	1,984,530	-	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	662,634	-	-	-	-	-	-
GAS TAX TRANSFER TO GENERAL FUND (TRANSPORTATION OPERATING BUDGET)	-	600,000	600,000	600,000	600,000	600,000	600,000
GUARDRAIL REPLACEMENT AND IMPROVEMENT PROGRAM	-	250,000	-	-	-	-	-
LA COSTA AVENUE - TRAFFIC CALMING	863,000	-	-	-	-	-	-
LA COSTA AVENUE SLOPE REPAIR WEST OF ROMERIA STREET	260,112	19,888	-	-	-	-	-
LAGUNA DRIVE STORM DRAIN	370,000	-	-	-	-	-	-
LEFT TURN LANE EXTENSIONS	200,000	-	-	-	-	-	-
MARCA PLACE DRAINAGE IMPROVEMENTS	65,000	-	-	-	-	-	-
MUTCD STREET NAME SIGN REPLACEMENT PROGRAM	756,187	-	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	6,090,594	-	-	-	-	-	-
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	-	1,865,000	200,000	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	8,138,129	-	-	-	-	-	-
RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	2,320,000	-	-	-	-	-	-
ROADWAY SLOPE STABILIZATION	450,000	-	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	348,000	-	-	-	-	-	-
SIGNAL OPERATIONS MODIFICATIONS	150,000	-	-	-	-	-	-
TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & CASSIA ROAD	-	250,000	-	-	-	-	-
TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & ORIOLE COURT	-	250,000	-	-	-	-	-
TRAFFIC SIGNAL - ALGA ROAD AND CAZADERO DRIVE	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - ARMADA DRIVE AND FLEET STREET SOUTH	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - ARMADA DRIVE AND GRAND PACIFIC RESORTS	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - CAMINO DE LOS COCHES AND LA COSTA AVENUE	190,000	60,000	-	-	-	-	-
TRAFFIC SIGNAL - CAMINO VIDA ROBLE AND YARROW DRIVE	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - EL FUERTE STREET AND RANCHO PANCHO	190,000	20,000	-	-	-	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND CAMINO HILLS DRIVE	190,000	20,000	-	-	-	-	-
TRAFFIC SIGNAL - FARADAY AVENUE AND PALMER WAY	-	-	-	210,000	-	-	-
TRAFFIC SIGNAL - LA COSTA AVENUE AND LEVANTE STREET	-	-	250,000	-	-	-	-
TRAFFIC SIGNAL - MAVERICK WAY & CAMINO DE LOS COCHES	-	120,000	-	-	-	-	-
TRAFFIC SIGNAL - MONROE STREET AND HOSP WAY	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - POINSETTIA LANE AND BRIGANTINE ROAD	-	-	-	-	-	-	210,000
TRAFFIC SIGNAL - TAMARACK AVENUE AND VALLEY STREET	-	-	-	-	-	-	210,000
TRAILS ROADWAY CROSSINGS (CATS)	380,000	-	-	-	-	-	-
WAYFINDING SIGN REPLACEMENT PROGRAM	150,000	-	-	-	-	-	-
	29,723,186	4,424,888	1,600,000	1,360,000	850,000	850,000	7,333,000
ENDING FUND BALANCE	N/A	(1,090,260)	212,695	1,755,650	3,808,605	5,861,560	27,558,110

GAS TAX 1B							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	178,964	167,487	696,443	1,730,082	2,900,827	4,214,492
REVENUES							
GAS TAX 1B REVENUES		1,888,523	2,728,956	3,233,639	3,370,745	3,513,665	44,466,630
TOTAL REVENUES	N/A	1,888,523	2,728,956	3,233,639	3,370,745	3,513,665	44,466,630
CAPITAL PROJECTS							
CONCRETE REPAIR/REPLACEMENT PROGRAM	67,000	40,000	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	700,000	1,860,000	2,200,000	2,200,000	2,200,000	2,200,000	22,000,000
TOTAL PROJECT EXPENDITURES	767,000	1,900,000	2,200,000	2,200,000	2,200,000	2,200,000	22,000,000
ENDING FUND BALANCE	N/A	167,487	696,443	1,730,082	2,900,827	4,214,492	26,681,122

Capital Improvement Summary by Fund

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	21,508,524	3,488,824	2,403,574	2,403,574	2,403,574	2,403,574
REVENUES							
TRANSFERS, REPAYMENTS, OTHER		-	-	-	-	-	-
TOTAL REVENUES	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
ADA BEACH ACCESS STUDY	75,000	-	-	-	-	-	-
ALGA NORTE PARK MODIFICATIONS	214,000	-	-	-	-	-	-
ASSESSMENT DISTRICT 97-1 CONCRETE IMPROVEMENTS	420,000	-	-	-	-	-	-
BARRIO STREET LIGHTING	760,000	-	-	-	-	-	-
BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	3,070,000	1,129,000	845,250	-	-	-	-
BUENA VISTA CREEK CHANNEL FENCING	200,000	200,000	-	-	-	-	-
CALAVERA PARK GATEWAY IMPROVEMENTS	661,850	210,000	-	-	-	-	-
CAMINO HILLS AND JACKSPAR DRIVE SLOPE STABILIZATION	859,400	-	-	-	-	-	-
CANNON PARK RESTROOM	600,000	90,000	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	338,455	-	-	-	-	-	-
CARLSBAD BLVD REALIGNMENT	250,000	(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 FACILITY ACCESSIBILITY UPGRADES	300,000	200,000	-	-	-	-	-
CITY HALL EXTERIOR REFURBISHMENT	2,250,000	-	-	-	-	-	-
COLE LIBRARY EXPANSION (BROWNLEY DONATION)	-	-	-	-	-	-	1,000,000
COLE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	5,300,000	-	-	-	-	-	-
DOVE LIBRARY IMPROVEMENTS (INCLUDES IRF FUNDING)	6,213,619	-	-	-	-	-	-
DOVE LIBRARY LIGHTING IMPROVEMENTS	225,000	-	-	-	-	-	-
EL CAMINO REAL AND COLLEGE BLVD INTERSECTION IMPROVEMENTS	131,000	-	-	-	-	-	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DRIVE	108,953	-	-	-	-	-	-
EMERGENCY CENTER RECONFIGURATION	1,658,000	-	-	-	-	-	-
FIRE STATION DRAINAGE IMPROVEMENTS	225,000	-	-	-	-	-	-
FIRE STATION NO. 1, 4 & 5 SECURITY FENCING	400,000	-	-	-	-	-	-
FIRE STATION NO. 1 BAY DOOR HEADER MODIFICATION	-	-	-	-	-	-	-
FIRE STATION NO. 2 REPLACEMENT	1,050,000	9,500,000	-	-	-	-	-
FIRE STATION NO. 5 NEW ROOF AND STORAGE BUILDING	150,000	75,000	-	-	-	-	-
FIRE STATION NO. 5 VEHICLE PORTS	-	-	-	-	-	-	-
FLEET MAINTENANCE REFURBISHMENT	694,900	130,200	-	-	-	-	-
KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	300,000	(300,000)	-	-	-	-	-
LAKE CALAVERA OUTLET IMPROVEMENTS	-	780,000	-	-	-	-	-
LAKE CALAVERA RESERVOIR MITIGATION	285,685	231,500	-	-	-	-	-
LAKE CALAVERA STORM DRAIN IMPROVEMENTS	236,500	-	-	-	-	-	-
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION (PROP C)	1,063,250	-	-	-	-	-	-
MAERKLE RESERVOIR SOLAR PROJECT	250,000	-	-	-	-	-	-
OCEAN STREET RECONFIGURATION CONCEPTS STUDY	95,000	-	-	-	-	-	-
OCEAN STREET RESTROOM	652,000	123,000	-	-	-	-	-
OPEN SPACE AND TRAILS (PROP C)	-	4,000,000	-	-	-	-	-
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	717,439	-	-	-	-	-	-
PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	3,610,336	-	-	-	-	-	-
RAILROAD DOUBLE TRACKING	250,000	2,000,000	-	-	-	-	-
RANCHO SANTA FE TRAIL SLOPE IMPROVEMENTS	-	350,000	-	-	-	-	-
ROADWAY IMPROVEMENTS - COASTAL AREA ANALYSIS & IMPLEMENTATION	200,000	-	-	-	-	-	-
ROMERIA DRAINAGE IMPROVEMENTS	299,000	81,000	-	-	-	-	-
SAFETY CENTER IMPROVEMENTS	2,013,500	-	-	-	-	-	-
SAFETY TRAINING CENTER WATER RECIRCULATING SYSTEM STUDY	50,000	-	-	-	-	-	-
STREET LIGHTING REPLACEMENT PROGRAM	320,000	-	-	-	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS (PARK)	999,999	-	-	-	-	-	-
TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & CASSIA ROAD	250,000	(250,000)	-	-	-	-	-
TRAFFIC CONTROL IMPROVEMENTS - POINSETTIA LANE & ORIOLE COURT	250,000	(250,000)	-	-	-	-	-
TRAFFIC SIGNAL MASTER PLAN	120,000	30,000	-	-	-	-	-
TRAFFIC SIGNAL - MAVERICK WAY & CAMINO DE LOS COCHES	120,000	(120,000)	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM	912,000	-	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM - FIBER OPTIC	229,750	-	-	-	-	-	-
TRAIL CONNECTIVITY TO TAMARACK STATE BEACH (PROP C)	200,000	-	-	-	-	-	-
UTILITY UNDERGROUNDING PROGRAM STUDY	100,000	-	-	-	-	-	-
VILLAGE AND BARRIO BIKE & PEDESTRIAN WAYFINDING	250,000	-	-	-	-	-	-
VILLAGE AND BARRIO TRAFFIC CIRCLES	315,000	-	-	-	-	-	-
VILLAGE AND BEACH STREETScape	635,000	-	-	-	-	-	-
VILLAGE DECORATIVE LIGHTING	177,800	-	-	-	-	-	-
VILLAGE INTELLIGENT PARKING IMPLEMENTATION	-	60,000	240,000	-	-	-	-
VILLAGE PUBLIC GATHERING SPACES STUDY	345,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	42,652,766	18,019,700	1,085,250	-	-	-	1,000,000
	N/A	3,488,824	2,403,574	2,403,574	2,403,574	2,403,574	1,403,574

Capital Improvement Summary by Fund

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	-	-	-	-	-	-
REVENUES							
GRANT REVENUE		1,440,000	-	-	-	-	-
TOTAL REVENUES	N/A	1,440,000	-	-	-	-	-
CAPITAL PROJECTS							
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	1,251,310	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	130,622	-	-	-	-	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	-	1,440,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,381,932	1,440,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	-	-	-	-	-	-

INFRASTRUCTURE MAINTENANCE & REPLACEMENT (IM&R)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	94,373,430	89,833,830	96,504,415	106,521,415	116,798,415	127,585,415
REVENUES							
GENERAL FUND TRANSFER		10,575,000	10,928,000	11,267,000	11,527,000	12,037,000	129,982,000
TOTAL REVENUES	N/A	10,575,000	10,928,000	11,267,000	11,527,000	12,037,000	129,982,000
CAPITAL PROJECTS							
AGUA DOLCE SLOPE REPAIR	-	-	-	-	-	-	-
AGUA HEDIONDA CREEK STORM DRAIN OUTFALL (FAROL COURT)	596,700	100,000	-	-	-	-	-
BEACH ACCESS REPAIR/UPGRADES - PINE AVENUE TO TAMARACK	767,500	-	-	-	-	-	-
BRIDGE PREVENTITIVE MAINTENANCE PROGRAM	742,000	448,000	448,000	-	-	-	-
CITY HALL COMPLEX REFURBISHMENT	919,000	75,000	-	-	-	-	-
CMP REPLACEMENT PROGRAM	3,079,360	420,000	1,615,000	-	-	-	-
CURB INLET FILTER RETROFIT	230,000	-	-	-	-	-	-
EL CAMINO REAL AND AGUA HEDIONDA CREEK BRIDGE RAILING & SIDEWALK	210,000	-	-	-	-	-	-
EMERGENCY CENTER RECONFIGURATION	200,000	-	-	-	-	-	-
FACILITY SAFETY AND PARKING LOT LIGHTING ASSESSMENT	65,000	345,000	-	-	-	-	-
FARADAY REHABILITATION	2,354,380	500,000	-	-	-	-	-
FIRE STATION NO. 1 REFURBISHMENT	150,000	-	-	-	-	-	-
FIRE STATION NO. 4 EXPANSION	-	810,000	-	-	-	-	-
FLEET MAINTENANCE REFURBISHMENT	975,000	290,000	-	-	-	-	-
FUTURE FACILITIES MAINTENANCE PROJECTS	-	-	1,000,000	1,000,000	1,000,000	1,000,000	10,000,000
HARDING CENTER REFURBISHMENT	115,000	-	-	-	-	-	-
HEADWALL REPLACEMENT PROGRAM	510,000	-	-	-	-	-	-
HOLIDAY PARK FACILITIES MAINTENANCE	50,000	30,000	-	-	-	-	-
HOSP GROVE PARK IMPROVEMENTS	848,000	75,000	-	-	-	-	-
KELLY DRIVE CHANNEL REPAIR	1,161,000	-	-	-	-	-	-
KELLY DRIVE CHANNEL REPLACEMENT	-	-	-	-	-	-	2,114,000
LA COSTA AVENUE DRAINAGE IMPROVEMENTS	929,150	200,000	-	-	-	-	-
LEO CARRILLO MISC. FACILITY IMPROVEMENTS	196,000	-	-	-	-	-	-
LIBRARY FIRE ALARM PANEL UPGRADES	-	180,000	-	-	-	-	-
MISCELLANEOUS BUILDING IMPROVEMENTS	550,000	150,000	150,000	150,000	150,000	150,000	1,500,000
MONROE STREET POOL REPLACEMENT	350,000	5,067,000	-	-	-	-	-
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	430,000	-	944,415	-	-	-	-
PARKING LOT MAINTENANCE PROGRAM	1,530,000	-	-	-	-	-	-
PUBLIC BEACH ACCESS IMPROVEMENTS (OCEAN STREET)	576,683	150,000	-	-	-	-	-
SAFETY CENTER IMPROVEMENTS	2,752,450	3,200,600	-	-	-	-	-
SENIOR CENTER REFURBISHMENT	348,000	-	-	-	-	-	-
STAGECOACH PARK SYNTHETIC TURF REPLACEMENT	-	1,800,000	-	-	-	-	-
STORM DRAIN CONDITION ASSESSMENT	300,000	100,000	100,000	100,000	100,000	100,000	200,000
TRAFFIC SIGNAL - EL CAMINO REAL AND TAMARACK AVENUE SIGNAL REPAIRS	200,000	-	-	-	-	-	-
VILLAGE ARTS BUILDING ROOF AND EXTERIOR REFURBISHMENT	223,626	-	-	-	-	-	-
TRAFFIC SIGNAL PROGRAM	4,772,974	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	26,131,823	15,114,600	4,257,415	1,250,000	1,250,000	1,250,000	13,814,000
ENDING FUND BALANCE	N/A	89,833,830	96,504,415	106,521,415	116,798,415	127,585,415	243,753,415

OTHER							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	528,276	528,276	528,276	528,276	528,276	528,276
REVENUES							
OTHER FINANCING SOURCES		567,000	-	-	-	-	-
TOTAL REVENUES	N/A	567,000	-	-	-	-	-
CAPITAL PROJECTS							
COLLEGE BLVD REACH A AND CANNON ROAD REACH 4A	1,713,000	-	-	-	-	-	-
QUARRY CREEK SEWER EXTENSION (SBA "A" - REIMB. AGREEMENT)	-	567,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,713,000	567,000	-	-	-	-	-
ENDING FUND BALANCE	N/A	528,276	528,276	528,276	528,276	528,276	528,276

Capital Improvement Summary by Fund

PARK-IN-LIEU NE	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	2,748,575	3,085,542	3,453,142	3,453,142	3,453,142	3,453,142
REVENUES							
DEVELOPER FEES		336,967	367,600	-	-	-	3,548,364
TOTAL REVENUES	N/A	336,967	367,600	-	-	-	3,548,364
CAPITAL PROJECTS							
LOAN: PIL-NE TO PFF FOR PARK SITE ACQUISITION	-	-	-	-	-	-	4,550,000
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	200,000	-	-	-	-	-	2,450,000
TOTAL PROJECT EXPENDITURES	200,000	-	-	-	-	-	7,000,000
ENDING FUND BALANCE	N/A	3,085,542	3,453,142	3,453,142	3,453,142	3,453,142	1,506

PARK-IN-LIEU NW	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	843,418	1,900,110	2,156,803	5,456,410	6,519,920	7,583,429
REVENUES							
DEVELOPER FEES/LOANS		1,056,692	1,056,692	3,299,607	1,063,510	1,063,510	3,197,347
TOTAL REVENUES	N/A	1,056,692	1,056,692	3,299,607	1,063,510	1,063,510	3,197,347
CAPITAL PROJECTS							
LOAN REPAY - PIL-NW TO PFF	-	-	800,000	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	2,197,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	2,197,000	-	800,000	-	-	-	-
ENDING FUND BALANCE	N/A	1,900,110	2,156,803	5,456,410	6,519,920	7,583,429	10,780,776

PARK-IN-LIEU SE	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	1,729,712	1,908,406	1,995,201	2,071,784	2,092,206	2,092,206
REVENUES							
DEVELOPER FEES		178,695	86,795	76,583	20,422	-	490,134
TOTAL REVENUES	N/A	178,695	86,795	76,583	20,422	-	490,134
CAPITAL PROJECTS							
LEO CARRILLO PARK - PHASE 3	1,334,100	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,334,100	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	1,908,406	1,995,201	2,071,784	2,092,206	2,092,206	2,582,340

PARK-IN-LIEU SW	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	96,600	38,556	273,411	513,373	518,478	518,478
REVENUES							
DEVELOPER FEES/LOANS		234,856	234,856	239,961	5,106	-	362,495
TOTAL REVENUES	N/A	234,856	234,856	239,961	5,106	-	362,495
CAPITAL PROJECTS							
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS	2,830,500	290,000	-	-	-	-	-
AVIARA COMMUNITY PARK AMPHITHEATER AND PICNIC AREAS - ART	35,300	2,900	-	-	-	-	-
AVIARA REIMBURSEMENT AGREEMENT	238,000	-	-	-	-	-	-
LOAN REPAY - PIL-SW TO PFF	-	-	-	-	-	-	1,100,000
TOTAL PROJECT EXPENDITURES	3,103,800	292,900	-	-	-	-	1,100,000
ENDING FUND BALANCE	N/A	38,556	273,411	513,373	518,478	518,478	(219,027)

PARK FEE ZONES 5,13,16,17,18	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	4,242,742	4,430,872	4,439,549	4,441,924	4,444,300	4,495,315
REVENUES							
DEVELOPER FEES		188,130	8,677	2,376	2,376	51,016	870,514
TOTAL REVENUES	N/A	188,130	8,677	2,376	2,376	51,016	870,514
CAPITAL PROJECTS							
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	-	-	-	-	-	-	4,760,000
TOTAL PROJECT EXPENDITURES	-	-	-	-	-	-	4,760,000
ENDING FUND BALANCE	N/A	4,430,872	4,439,549	4,441,924	4,444,300	4,495,315	605,829

Capital Improvement Summary by Fund

PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	777,985	900,384	1,033,910	1,033,910	1,033,910	1,033,910
REVENUES							
DEVELOPER FEES		122,399	133,526	-	-	-	186,541
TOTAL REVENUES	N/A	122,399	133,526	-	-	-	186,541
CAPITAL PROJECTS							
DMP FACILITY AAA (JEFFERSON STREET)	-	-	-	-	-	-	289,534
DMP FACILITY AAAA (MADISON STREET)	-	-	-	-	-	-	416,500
DMP FACILITY AC (HIGHLAND DRIVE)	-	-	-	-	-	-	921,408
DMP FACILITY AFA (HIDDEN VALLEY DRAINAGE RESTORATION)	-	-	-	-	-	-	91,608
DMP FACILITY AFB (CALAVERA HILLS DRAINAGE RESTORATION)	-	-	-	-	-	-	163,164
DRAINAGE MASTER PLAN UPDATE	98,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	98,000	-	-	-	-	-	1,882,214
ENDING FUND BALANCE	N/A	900,384	1,033,910	1,033,910	1,033,910	1,033,910	(661,764)

PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	(743,068)	(236,811)	(112,726)	91,177	216,019	340,860
REVENUES							
DEVELOPER FEES		506,257	124,085	203,904	124,841	124,841	1,938,601
TOTAL REVENUES	N/A	506,257	124,085	203,904	124,841	124,841	1,938,601
CAPITAL PROJECTS							
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")	1,459,718	-	-	-	-	-	-
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)	2,249,448	-	-	-	-	-	512,196
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 WETLAND CREATION	955,000	-	-	-	-	-	-
DRAINAGE MASTER PLAN UPDATE	458,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	10,822,125	-	-	-	-	-	5,687,501
ENDING FUND BALANCE	N/A	(236,811)	(112,726)	91,177	216,019	340,860	(3,408,040)

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	1,404,384	1,557,189	1,582,153	1,785,047	1,791,242	1,887,241
REVENUES							
DEVELOPER FEES		152,805	24,964	202,894	6,194	95,999	1,587,504
TOTAL REVENUES	N/A	152,805	24,964	202,894	6,194	95,999	1,587,504
CAPITAL PROJECTS							
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
DRAINAGE MASTER PLAN UPDATE	65,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	2,604,565	-	-	-	-	-	1,257,132
ENDING FUND BALANCE	N/A	1,557,189	1,582,153	1,785,047	1,791,242	1,887,241	2,217,613

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	783,164	861,629	929,898	987,734	1,045,284	1,177,361
REVENUES							
DEVELOPER FEES		78,465	68,269	57,836	57,550	132,078	1,520,195
TOTAL REVENUES	N/A	78,465	68,269	57,836	57,550	132,078	1,520,195
CAPITAL PROJECTS							
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
DRAINAGE MASTER PLAN UPDATE	129,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	129,000	-	-	-	-	-	2,473,463
ENDING FUND BALANCE	N/A	861,629	929,898	987,734	1,045,284	1,177,361	224,093

Capital Improvement Summary by Fund

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	19,398,309	20,769,201	23,062,928	25,866,040	27,023,512	28,325,212
REVENUES							
DEVELOPER FEES		2,561,982	2,293,727	2,803,112	1,157,472	1,301,700	16,160,440
TOTAL REVENUES	N/A	2,561,982	2,293,727	2,803,112	1,157,472	1,301,700	16,160,440
CAPITAL PROJECTS							
AVIARA COMMUNITY PARK	700,000	-	-	-	-	-	-
COLE LIBRARY EXPANSION	-	-	-	-	-	-	11,936,000
EL CAMINO REAL MEDIANS	909,500	-	-	-	-	-	-
FIRE STATION NO. 3 RELOCATION	9,352,000	-	-	-	-	-	-
LOAN - PFF TO PIL-NW	800,000	-	-	-	-	-	-
LOAN - PFF TO PIL-SW	1,100,000	-	-	-	-	-	-
LEO CARRILLO PARK - PHASE 3	1,406,500	225,000	-	-	-	-	-
LEO CARRILLO PARK - PHASE 3 - ART	27,405	2,250	-	-	-	-	-
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	4,550,000	-	-	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS)	10,016,040	-	-	-	-	-	-
PINE AVENUE PARK - PHASE 2 (COMMUNITY FACILITY AND GARDEN AREAS) - AR	123,300	-	-	-	-	-	-
POINSETTIA COMMUNITY PARK - PHASE 3	4,292,000	-	-	-	-	-	12,103,000
POINSETTIA COMMUNITY PARK - PHASE 3 - ART	43,225	-	-	-	-	-	-
POINSETTIA COMMUNITY PARK - PHASE 4 - DOG PARK	30,000	954,000	-	-	-	-	-
POINSETTIA COMMUNITY PARK - PHASE 4 - DOG PARK - ART	-	9,840	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	33,349,970	1,191,090	-	-	-	-	24,039,000
ENDING FUND BALANCE	N/A	20,769,201	23,062,928	25,866,040	27,023,512	28,325,212	20,446,652

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	14,155,515	15,315,230	13,936,956	10,596,135	10,800,375	11,062,800
REVENUES							
DEVELOPER FEES AND MISC.		537,965	272,396	545,379	226,240	284,425	2,603,864
OTHER AGENCY CONTRIBUTIONS (CITY OF VISTA)		893,750	387,530	1,359,800	-	-	-
TOTAL REVENUES	N/A	1,431,715	659,926	1,905,179	226,240	284,425	2,603,864
CAPITAL PROJECTS							
BUENA INTERCEPTOR SEWER IMPROVEMENTS	500,000	-	-	-	-	-	-
FARADAY & EL CAMINO REAL SEWER REPLACEMENT - ORION TO PAR	140,000	-	1,420,000	-	-	-	-
LAS PALMAS TRUNK SEWER	-	-	-	3,132,000	-	-	-
LOAN REPAY - SEWER CONN TO SEWER REPL	-	-	-	-	-	-	4,700,000
SEWER MONITORING PROGRAM	370,000	22,000	22,000	22,000	22,000	22,000	220,000
VISTA CARLSBAD INTERCEPTOR - BUENA VISTA LIFT STATION IMPROVEMENTS	1,125,000	-	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - AGUA HEDIONDA LS & FORCEMAIN (VC12-VC13)	30,267,000	100,000	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - LAGOON BRIDGE REPLACEMENT (VC11B)	9,463,000	55,000	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REACH VC14 TO VC15	20,650,000	95,000	-	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REACH VC3	-	-	596,200	2,092,000	-	-	-
TOTAL PROJECT EXPENDITURES	62,515,000	272,000	2,038,200	5,246,000	22,000	22,000	4,920,000
ENDING FUND BALANCE	N/A	15,315,230	13,936,956	10,596,135	10,800,375	11,062,800	8,746,664

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	5,798,854	3,790,410	(1,103,270)	(374,848)	1,253,859	1,800,536
REVENUES							
TRANSFER FROM OPERATING FUND		5,180,000	5,309,500	5,442,238	5,578,296	5,717,749	70,438,190
TOTAL REVENUES	N/A	5,180,000	5,309,500	5,442,238	5,578,296	5,717,749	70,438,190
CAPITAL PROJECTS							
AGUA HEDIONDA LIFT STATION BIOLOGICAL MONITORING	-	125,000	-	-	-	-	-
BUENA INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	250,000	900,000	-	-	-	-	-
BUENA INTERCEPTOR SEWER IMPROVEMENTS	1,362,000	-	1,964,000	-	-	-	-
BUENA INTERCEPTOR SEWER REALIGNMENT - EAST SEGMENT	507,000	-	1,480,000	-	-	-	-
CHINQUAPIN LIFT STATION FORCE MAIN OUTFALL REALIGNMENT	320,000	-	-	-	-	-	-
ENCINA CAPITAL PROJECTS	24,734,571	5,218,444	4,838,180	4,033,816	3,269,589	4,491,072	50,159,726
FOXES LANDING LIFT STATION WETWELL AND PUMP REPLACEMENT	4,340,000	-	-	-	-	-	-
LOAN - SEWER REPL TO SEWER CONN	4,700,000	-	-	-	-	-	-
NORTH BATIQUITOS INTERCEPTOR SEWER ACCESS ROAD IMPROVEMENTS	-	-	250,000	-	-	-	-
NORTH BATIQUITOS LIFT STATION FORCEMAIN REHABILITATION	550,000	-	-	-	-	-	-
NORTHWEST QUADRANT CIPP SEWER REHABILITATION	700,000	-	-	-	-	-	-
ODOR AND CORROSION PREVENTION ASSESSMENT	260,000	60,000	60,000	-	-	-	-
ORION CENTER	4,343,000	-	-	-	-	-	-
SCADA INTEGRATED MASTER PLAN	162,500	45,000	-	-	-	-	-
SEWER LIFT STATION REPAIRS AND UPGRADES	2,060,380	250,000	150,000	150,000	150,000	150,000	1,500,000
SEWER LINE CONDITION ASSESSMENT	1,033,000	200,000	200,000	200,000	200,000	200,000	1,000,000
SEWER LINE REFURBISHMENTS AND REPLACEMENT	4,817,897	330,000	330,000	330,000	330,000	330,000	3,300,000
SIMSBURY SEWER EXTENSION	671,000	-	-	-	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS	350,000	-	-	-	-	-	-
TERRAMAR SEWER REPLACEMENT - EL ARBOL AND LOS ROBLES	1,250,000	-	-	-	-	-	-
VILLAGE AND BARRIO TRAFFIC CIRCLES	100,000	60,000	-	-	-	-	-
VILLAS SEWER LIFT STATION REPLACEMENT	-	-	790,000	-	-	-	-
VISTA CARLSBAD INTERCEPTOR - REHABILITATION (VC1 & VC2)	-	-	141,000	-	-	-	-
WATER, RECYCLED, AND SEWER MASTER PLAN	337,680	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	52,849,028	7,188,444	10,203,180	4,713,816	3,949,589	5,171,072	55,959,726
ENDING FUND BALANCE	N/A	3,790,410	(1,103,270)	(374,848)	1,253,859	1,800,536	16,279,000

Capital Improvement Summary by Fund

(20%)

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	9,548,199	9,685,117	4,958,433	6,270,680	6,462,271	7,048,830
REVENUES							
DEVELOPER FEES		3,262,918	926,317	1,788,247	667,591	1,062,560	12,619,871
TOTAL REVENUES	N/A	3,262,918	926,317	1,788,247	667,591	1,062,560	12,619,871
CAPITAL PROJECTS							
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	169,750	-	5,177,000	-	-	-	-
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	-	-	-	-	-	-	932,000
CARLSBAD BLVD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP)	-	-	-	-	-	-	3,681,000
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (20%)	-	-	-	-	-	-	984,000
CARLSBAD BLVD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (RTCIP)	-	-	-	-	-	-	1,274,000
CARLSBAD VILLAGE DRIVE WIDENING - PONTIAC DRIVE TO VICTORIA AVENUE	-	-	-	-	-	-	3,102,000
EL CAMINO REAL AND CANNON ROAD INTERSECTION IMPROVEMENTS	2,185,000	100,000	-	-	-	-	-
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	-	-	-	-	-	-	1,132,000
EL CAMINO REAL LEFT TURN LANE TO WESTBOUND TAMARACK AVENUE	286,000	-	-	-	-	-	-
EL CAMINO REAL RIGHT TURN LANE TO EAST BOUND ALGA ROAD	-	-	-	-	-	-	438,000
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	-	1,925,000	-	-	-	-	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	-	625,000	-	-	-	-	-
EL CAMINO REAL WIDENING - TAMARACK AVENUE TO CHESTNUT AVENUE	-	-	-	-	-	-	-
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	-	-	-	-	-	-	1,237,000
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	-	-	-	-	-	-	1,198,000
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS DRIVE (RTCIP)	-	-	-	-	-	-	1,039,000
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	1,766,204	-	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE (SDG&	1,520,000	-	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION PROGRAM	2,900,000	300,000	300,000	300,000	300,000	300,000	-
TERRAMAR AREA COASTAL IMPROVEMENTS	3,800,001	500,000	-	-	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS (SDG&E FUNDS)	500,000	(500,000)	-	-	-	-	-
TIF TO CFD #1	-	80,000	80,000	80,000	80,000	80,000	1,671,000
TRAFFIC IMPACT FEE UPDATE	200,000	-	-	-	-	-	-
TRAFFIC MONITORING PROGRAM	1,238,900	96,000	96,000	96,000	96,000	96,000	384,000
TOTAL PROJECT EXPENDITURES	15,622,355	3,126,000	5,653,000	476,000	476,000	476,000	17,072,000
ENDING FUND BALANCE	N/A	9,685,117	4,958,433	6,270,680	6,462,271	7,048,830	2,596,702

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	4,976,831	5,047,831	3,525,231	5,091,439	8,119,871	11,293,952
REVENUES							
TRANSPORTATION TAXES		5,171,000	4,247,400	4,386,208	4,528,432	4,674,081	47,366,640
TOTAL REVENUES	N/A	5,171,000	4,247,400	4,386,208	4,528,432	4,674,081	47,366,640
CAPITAL PROJECTS							
ACTIVE VILLAGE CAMPAIGN	-	-	-	-	-	-	-
ADA IMPROVEMENT PROGRAM	1,250,000	420,000	-	-	-	-	-
ADAPTIVE TRAFFIC SIGNAL PROGRAM	1,141,938	750,000	-	-	-	-	-
ADAPTIVE TRAFFIC SIGNAL PROGRAM (2018 -NON JURISDICTIONAL)	800,000	200,000	-	-	-	-	-
CARLSBAD BLVD AND TAMARACK AVENUE PEDESTRIAN IMPROVEMENTS (BIKE)	1,054,000	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	200,942	-	-	-	-	-	-
CARLSBAD BLVD BRIDGE RAILING EAST SIDE AT POWER PLANT DISCHARGE	16,923	-	-	-	-	-	-
CARLSBAD BLVD PEDESTRIAN LIGHTING - TAMARACK TO STATE STREET	1,325,000	-	-	-	-	-	-
CARLSBAD BLVD REALIGNMENT	3,000,000	250,000	-	-	-	-	-
CARLSBAD VILLAGE DR. & GRAND AVE. PEDESTRIAN AND CROSSING IMP.	-	-	-	1,320,000	-	-	-
CHESTNUT AVENUE COMPLETE STREET IMPROVEMENTS	-	-	1,080,000	-	-	-	-
CHESTNUT COMPLETE STREET I-5 TO RAILROAD PROJECT STUDY	-	-	85,000	-	-	-	-
CHRISTIANSSEN AVENUE IMPROVEMENTS	-	-	310,000	-	-	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	2,820,000	(1,440,000)	-	-	-	-	-
EL CAMINO REAL WIDENING - SUNNY CREEK TO JACKSPAR	-	-	-	-	-	-	3,335,000
KELLY DRIVE AND PARK DRIVE ROAD DIET AND MULTIUSE TRAIL	2,360,000	1,815,000	-	-	-	-	-
PALOMAR AIRPORT ROAD/PASEO DEL NORTE LEFT TURN LANE	228,277	-	-	-	-	-	-
PALOMAR AIRPORT ROAD/PASEO DEL NORTE RIGHT TURN LANE	559,639	-	-	-	-	-	-
PAVEMENT MANAGEMENT PROGRAM	17,946,377	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	15,000,000
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	7,282,476	340,000	-	-	-	-	-
STATE STREET IMPROVEMENTS AT NW CORNER OF GRAND	-	-	325,000	-	-	-	-
STREET LIGHTING REPLACEMENT PROGRAM	1,675,000	825,000	825,000	-	-	-	-
TERRAMAR AREA COASTAL IMPROVEMENTS	1,000,000	-	-	-	-	-	-
VALLEY STREET ROAD DIET AND TRAFFIC CALMING	-	-	1,645,000	-	-	-	-
VILLAGE AND BARRIO TRAFFIC CIRCLES	585,000	440,000	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	43,245,572	5,100,000	5,770,000	2,820,000	1,500,000	1,500,000	18,335,000
ENDING FUND BALANCE	N/A	5,047,831	3,525,231	5,091,439	8,119,871	11,293,952	40,325,592

Capital Improvement Summary by Fund

WATER CONNECTION - POTABLE							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	30,345,062	32,309,084	33,265,261	34,983,661	35,683,672	36,633,854
REVENUES							
DEVELOPER FEES		1,964,023	956,176	1,718,400	700,011	950,181	10,268,190
TOTAL REVENUES	N/A	1,964,023	956,176	1,718,400	700,011	950,181	10,268,190
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	1,104,300	-	-	-	-	-	-
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
TOTAL PROJECT EXPENDITURES	3,581,800	-	-	-	-	-	10,250,000
ENDING FUND BALANCE	N/A	32,309,084	33,265,261	34,983,661	35,683,672	36,633,854	36,652,043

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	2,127,561	2,403,176	2,403,176	2,403,176	2,403,176	2,403,176
REVENUES							
RECYCLED WATER REVENUE		275,615	-	-	-	-	-
TOTAL REVENUES	N/A	275,615	-	-	-	-	-
CAPITAL PROJECTS							
RECYCLED WATER LINE - CWRP TO AGUA HEDIONDA LAGOON	3,417,406	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - PIPELINES	18,700,000	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - CWRP EXPANSION	6,844,124	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - RESERVOIR	2,250,000	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	31,211,530	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	2,403,176	2,403,176	2,403,176	2,403,176	2,403,176	2,403,176

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	7,151,095	5,964,095	2,897,175	4,653,172	6,507,805	6,117,247
REVENUES							
TRANSFER FROM OPERATING FUND		4,753,000	4,861,080	4,945,997	4,994,633	5,043,442	50,434,420
TOTAL REVENUES	N/A	4,753,000	4,861,080	4,945,997	4,994,633	5,043,442	50,434,420
CAPITAL PROJECTS							
ABANDON POTABLE SERVICES (NEW RECYCLED SERVICES)	560,000	-	-	-	-	-	-
AVIARA PARKWAY AND PLUM TREE WATERLINE	-	-	815,000	-	-	-	-
CARLSBAD BOULEVARD WATERLINE REPLACEMENT AT TERRAMAR	1,930,000	-	-	-	-	-	-
CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	709,390	-	-	-	-	-	-
CATHODIC PROTECTION PROGRAM	1,246,700	-	-	-	-	-	-
CRESTVIEW DRIVE TRANSMISSION MAIN	240,000	-	-	-	-	-	-
EL FUERTE AND CORINTIA STREET PRESSURE REDUCING STATION	-	-	800,000	-	-	-	-
FIRE FLOW SYSTEM IMPROVEMENTS	1,530,000	90,000	-	90,000	90,000	1,009,000	-
HYDROELECTRIC GENERATOR AT DESAL FLOW CONTROL FACILITY NO. 5	-	-	85,000	-	-	2,075,000	-
KELLY RANCH DOMESTIC WATER PRESSURE REDUCING STATION	560,000	-	-	-	-	-	-
LIMITED ACCESS PIPELINE RELOCATION PROGRAM	1,940,000	-	-	-	-	-	-
MAERKLE FACILITY IMPROVEMENTS	2,135,200	-	-	-	-	-	-
MAERKLE RESERVOIR FLOATING COVER REPLACEMENT	13,055,000	-	-	-	-	-	-
MAERKLE RESERVOIR TRANSMISSION MAIN	6,330,000	-	-	-	-	-	-
MISCELLANEOUS PIPELINE REPLACEMENTS	2,433,000	1,500,000	1,000,000	1,000,000	1,000,000	1,000,000	6,000,000
NORMALLY CLOSED VALVE (INSTALL MOTORIZED VALVE)	260,000	-	-	-	-	-	-
ORION CENTER	7,678,400	-	-	-	-	-	-
PALOMAR AIRPORT WATERLINE REALIGNMENT	-	525,000	-	-	-	-	-
PRESSURE REDUCING STATION - LOWER EL FUERTE	600,000	-	-	-	-	-	-
PRESSURE REDUCING STATION PROGRAM	1,102,000	600,000	600,000	600,000	600,000	600,000	6,000,000
RANCHO CARLSBAD GROUNDWATER SUPPLY	-	-	-	-	-	-	1,750,000
RECYCLED WATER LINE - CWRP TO AGUA HEDIONDA LAGOON	1,632,594	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - CWRP EXPANSION	3,517,276	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - PIPELINES	2,497,530	-	-	-	-	-	-
RECYCLED WATER PHASE 3 - RESERVOIR	425,000	265,000	-	-	-	-	-
RESERVOIR REPAIR AND MAINTENANCE PROGRAM	5,650,000	-	-	-	-	-	1,850,000
SAN DIEGUITO WATER INTERTIE AND PIPELINE EXTENSION	-	280,000	670,000	-	-	-	-
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 ELECTRICAL IMPROVEMENTS	150,000	-	-	-	-	-	-
SCADA INTEGRATED MASTER PLAN	745,000	210,000	-	-	-	-	-
SIDEWALK/STREET CONSTRUCTION - VALLEY STREET MAGNOLIA AVENUE	71,000	-	-	-	-	-	-
TRI-AGENCY WATER TRANSMISSION PIPELINE REPLACEMENT	6,455,000	-	-	-	-	-	-
WATER CONDITION ASSESSMENT PROGRAM	400,000	200,000	200,000	200,000	200,000	100,000	1,000,000
WATER LOSS MONITORING	150,000	50,000	50,000	50,000	-	-	-
WATER VALVE REPAIR/REPLACEMENT PROGRAM	3,350,000	1,750,000	1,250,000	1,250,000	1,250,000	650,000	6,500,000
WATER, RECYCLED, AND SEWER MASTER PLAN	413,560	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	67,794,150	5,940,000	7,928,000	3,190,000	3,140,000	5,434,000	31,600,000
ENDING FUND BALANCE	N/A	5,964,095	2,897,175	4,653,172	6,507,805	6,117,247	24,951,667

Capital Improvement Summary by Fund

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2018-19	YEAR 2 2019-20	YEAR 3 2020-21	YEAR 4 2021-22	YEAR 5 2022-23	YEAR 6-15 2024-2033
BEGINNING FUND BALANCE (1)	N/A	13,850,985	14,408,175	15,032,675	15,680,388	16,352,043	17,048,390
REVENUES							
TRANSFER FROM OPERATING FUND		1,140,000	1,168,500	1,197,713	1,227,655	1,258,347	12,583,470
TOTAL REVENUES	N/A	1,140,000	1,168,500	1,197,713	1,227,655	1,258,347	12,583,470
CAPITAL PROJECTS							
CARLSBAD WATER RECYCLING FACILITY (ENCINA CAPITAL PROJECTS)	141,100	287,810	294,000	300,000	306,000	312,000	3,484,639
CWRF IRRIGATION AND LANDSCAPE	175,000	-	-	-	-	-	-
RECYCLED WATER CONDITION ASSESSMENT PROGRAM	400,000	200,000	200,000	200,000	200,000	200,000	1,000,000
RECYCLED WATER VALVE & APPURTENANCE REPLACEMENT PROGRAM	100,000	50,000	50,000	50,000	50,000	50,000	500,000
SCADA INTEGRATED MASTER PLAN	162,500	45,000	-	-	-	-	-
WATER, RECYCLED, AND SEWER MASTER PLAN	326,760	-	-	-	-	-	-
TOTAL PROJECT EXPENDITURES	1,305,360	582,810	544,000	550,000	556,000	562,000	4,984,639
ENDING FUND BALANCE	N/A	14,408,175	15,032,675	15,680,388	16,352,043	17,048,390	24,647,221

GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES

BTD#2 – Bridge and Thoroughfare District No. 2 developer fees are paid to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

BTD#3 – Bridge and Thoroughfare District No. 3 developer fees are paid to partially fund Cannon Road improvements.

CDBG – Community Development Block Grants are allocated by the federal government to help develop viable urban communities for low and moderate income households.

CFD#1 – The City of Carlsbad Community Facilities District No. 1 (Mello-Roos) funds civic projects, I-5 interchange projects, and road segments.

Federal Grants (FED GRNT) – Federal Grants such as Highway Bridge Program funding.

Gas Tax – Gas Tax revenues for street projects are received under the Streets & Highways Code of the State of California.

Gas Tax 1B – Gas Tax revenues for street projects specifically for road maintenance and rehabilitation are received under the Streets & Highways Code of the State of California.

General Capital Construction (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. PLD fees are segregated by drainage area.

Public Facilities Fees (PFF) – Public Facilities Fees are charged to developers to fund civic facilities, park development, streets, traffic signals, and other facilities.

Sewer Connection (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 potable water lines and facilities.

Water Recycled (RECL WATER) – Revenues used to fund new Recycled Water projects; revenues for Phase III expansion includes grant and loan funds.

Water Recycled Replacement (RECL REPL) – Recycled Water Replacement funds are included in utility rates and pay for the repair and replacement of existing recycled water lines and facilities.

Zone 5, 13, 16, 17, 18 Park Fee (ZONE 5) – Fees paid by development in Local Facilities Management Zones 5, 13, 16, 17 and 18 to fund a Business Park Recreational Facility in the city's industrial corridor.

CITY OF CARLSBAD
PLANNED MAJOR CAPITAL OUTLAY ITEMS FY 2018-19
(Greater than \$10,000)

Org Key	Department	Item Description	Qty	One-Time Cost
0012120	Police	SUV for new police officers (3 FTE approved)	2	112,304
0012143		SUV for new school resource officer (1 FTE approved)	1	56,152
		POLICE SUBTOTAL		168,456
Communications / Local Cable				
1381010	Infrastructure	Council Chambers Videoboard/Controller System	1	125,000
		COMM/LOCAL CABLE INFRASTRUCTURE SUBTOTAL		125,000
0015320	Public Works	Safety Training Center AV Upgrades	1	50,000
		PUBLIC WORKS SUBTOTAL		50,000
5724580	Golf Course	Banquet Table Replacements	1	20,000
		Parking Lot Slurry Seal	1	25,000
		AV Project for Public Meeting Spaces	1	25,000
		Course Equipment-Toro Mower	1	35,000
		Course Equipment-Pulling Tractor with Sand Hauler	1	50,000
		Landscaping	1	55,000
		Kitchen Addition	1	60,000
		Bridal Dressing Room Conversion	1	80,000
		Course and Driving Range Improvements	1	325,000
		Miscellaneous Facility Improvements	1	85,000
				760,000
6215461	Fleet Replacement	Fire: Ambulance	1	300,000
		Fire: Sedan Compact Hybrid	1	33,632
		Fire: Ladder Truck	1	1,500,000
		Parks and Recreation: Small Riding Mower	2	83,872
		Parks and Recreation: Sedan Compact Hybrid	1	34,340
		Parks and Recreation: Truck 3/4 T Utility	1	46,827
		Police: Pickup Truck	1	28,096
		Police: Sedan	1	34,340
		Police: SUV	16	912,000
		Police: Surveillance Van	1	56,106
		Public Works: Pickup Truck Compact	2	68,680
		Public Works: Sedan Compact Hybrid	1	34,340
		Public Works: SUV	2	68,680
		Public Works: Truck 1 T Flatbed	1	40,804
		Public Works: Truck 1/2 T Utility	2	81,000
		Public Works: Truck Aerial Large	1	117,935
		Public Works: Vacuum Trailer Mounted	1	62,226
		Waste Water Operations: Generator Trailered	1	33,632
		Waste Water Operations: Truck 1 T Utility	1	68,999
		Waste Water Operations: Utility Truck 3/4 Ton	1	47,768
		Waste Water Operations: CCTV Van	1	271,530
		Water Operations: Pickup Truck 1/2 Ton	2	68,680
		Water Operations: Pickup Truck 3/4 T	1	41,624
		Water Operations: Pickup Truck Compact	1	34,340
		Water Operations: Truck 1 T Utility	1	66,307
		Water Operations: Truck 3/4 T Utility	1	45,905
		FLEET REPLACEMENT SUBTOTAL	46	4,181,662
6411710	Information Technology Replacement	CCTV Storage Expansion	1	24,840
		Laptops, Desktops, Computers	577	794,317
		Servers	4	122,615
		Wireless Access Points	49	39,032
		Miscellaneous Infrastructure	10	160,574
		Wireless LAN Controllers	2	15,660
		INFORMATION TECHNOLOGY SUBTOTAL		1,157,038
GRAND TOTAL MAJOR CAPITAL OUTLAY				6,442,156

*Major Capital Outlay only includes items of \$10,000 or greater.

**CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2018-19**

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2018-19 BUDGET
0010110	CITY COUNCIL	Legislative Meetings	3	Washington, D.C.	\$9,000
		National League of Cities	2	San Antonio, TX	\$6,000
		CITY COUNCIL TOTAL			\$15,000
0010210	CITY CLERK	International Institute of Municipal Clerks	1	Birmingham, AL	\$2,500
0011610	RECORDS MANAGEMENT	Managing Electronic Records Conference	1	Chicago, IL	\$5,300
		Association of Imaging & Information Management	1	TBD	\$4,500
		CITY CLERK & RECORDS MANAGEMENT TOTAL			\$12,300
0010310	CITY TREASURER	Association of Public Treasurers of US & Canada	1	Memphis, TN	\$2,435
		Government Investment Officers Association	1	TBD	\$1,265
		CITY TREASURER TOTAL			\$3,700
0011010	CITY MANAGER	Legislative Meetings	2	Washington, D.C.	\$3,000
		ICMA	3	Baltimore, MD	\$5,000
		Transforming Local Government	3	TBD	\$4,000
		BIG Ideas Meeting	1	Austin, TX	\$3,000
		CITY MANAGER TOTAL			\$15,000
001101X	COMMUNICATIONS	National Industry/Communication Conference	1	TBD	\$4,500
		National Specialty Communication Conference	1	TBD	\$4,500
		National Government Communication Conference	1	TBD	\$4,500
		COMMUNICATIONS TOTAL			\$13,500
0011310	FINANCE	Harris Conference	1	Chicago, IL	\$4,175
		SHRM Conference	1	Boston, MA	\$3,975
		Energov Conference	1	Orlando, FL	\$4,175
		FINANCE TOTAL			\$12,325
0011510	HUMAN RESOURCES	Neogov Conference	3	TBD	\$7,500
		SHRM Conference	2	TBD	\$7,000
		Leadership Coaching Strategies Training	1	Cambridge, MA	\$5,000
		INFOR Conference	2	TBD	\$5,600
		HUMAN RESOURCES TOTAL			\$25,100
00121XX	POLICE - GENERAL (FIELD OP) POLICE - EVIDENCE POLICE - FAMILY SERVICES POLICE - TACTICAL RESPONSE POLICE - VICE NARCOTICS POLICE - VIOLENT CRIMES POLICE - GENERAL (INV SERV) POLICE - CRIME PREVENTION POLICE - INFORMATION TECHNOLOGY	SHOT Show, WTU	4	Las Vegas, NV	\$3,140
		International Association for Identification	2	Antonio, TX	\$2,100
		ICAC - Internet Crimes Against Children Conference	1	Atlanta, GA	\$1,000
		CATO Conference	4	Reno, NV	\$2,800
		TacOps West Conference	4	TBD	\$1,800
		ICAC - Internet Crimes Against Children Conference	1	Atlanta, GA	\$1,000
		California Homicide Investigators Association Conference	3	TBD	\$2,100
		As-Needed Out of State Travel for Recruitment Purposes	1	Varies	\$20,000
		CPTED Conference	1	Las Vegas, NV	\$900
		RSA Conference	1	San Francisco, CA	\$3,250
		LEIM Conference	1	Providence, RI	\$1,950
		MS Ignite	1	Orlando, FL	\$4,200
		VMWorld	1	Las Vegas, NV	\$2,950
		MISAC	1	Folsom, CA	\$1,575
		POLICE TOTAL			\$48,765
00122XX	EMERGENCY OPS TRAINING	Intl. Assoc. of Firefighters IAFF Redmond Symposium	2	TBD	\$4,600
		Special Operations Medical Assoc. Scientific Assembly	1	Charlotte, NC	\$2,800
		Fire Department Instructors Conference	4	TBD	\$11,500
		EMS World	4	Nashville, TN	\$10,000
		International Association of Fire Chiefs Fire Rescue Int'l	4	Dallas, TX	\$8,500
		National Fire Academy Fire Prevention Courses	2	Emmitsburg, MD	\$340
		National Fire Academy Mgmt. Science Courses	2	Emmitsburg, MD	\$600
		National Fire Academy Incident Management Courses	2	Emmitsburg, MD	\$600
		Fire Industry Equipment Research Org. Fiero PPE Symposium	1	Raleigh, NC	\$2,200
		UL Firefighter Safety Research Institute	1	Chicago, IL	\$1,500
		Center for Public Excellence Annual Conf. for Accreditation	1	TBD	\$2,600
		National Fire Protection Association Annual Conference	1	TBD	\$2,200
		International Code Council - Building & Fire Code Hearings	1	Richmond, VA	\$2,200
		International Code Council - ABM & Final Action Code Hearings	1	Richmond, VA	\$2,200
		LION PPC Conference	1	TBD	\$2,500
		Hazard Zone Management Conference	3	Phoenix, AZ	\$3,500
		Congressional Fire Service Institution	1	Washington, D.C.	\$2,500
		ICC Fire Service Membership Council Governing Committee	1	TBD	\$2,500
		ICC Training & Certification Summit	1	TBD	\$2,500
		Western Pacific League of Building Officials Conference	1	TBD	\$2,500
EduCode	2	TBD	\$5,000		
		FIRE TOTAL			\$72,840

**CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2018-19**

GENERAL FUND						
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2018-19 BUDGET	
0013XXX	CED - ADMIN	Tyler Connect (EnerGov User Conference)	2	Dallas, TX	\$6,800	
		EnerGov Reports Training	1	Duluth, GA	\$5,600	
	CED - ECONOMIC DEVELOPMENT	International Economic Development Council 2018	1	Atlanta, GA	\$3,030	
		Urban Land Institute Fall Meeting	1	Boston, MA	\$3,380	
	CED - LAND DEVELOPMENT ENGINEERING	EnerGov	1	TBD	\$3,400	
		ASCE Week	7	Henderson, NV	\$6,000	
	CED - BUILDING	Tyler Connect (EnerGov User Conference)	1	Dallas, TX	\$3,400	
	COMMUNITY & ECONOMIC DEVELOPMENT TOTAL					\$31,610
	0014010	LIBRARY & CULTURAL ARTS	Society of America Archivists Annual Meeting	1	Washington D.C.	\$3,000
			Western Arts Alliance	1	Las Vegas, NV	\$2,000
Urban Libraries Conference			2	Baltimore, MD	\$4,000	
Arts Education Partnership			2	Indianapolis, IN	\$4,000	
Creando Enlaces			2	Tijuana, Mexico	\$300	
Customers of SirsiDynix Users Group			1	TBD	\$1,700	
American Alliance of Museums			2	New Orleans, LA	\$4,000	
Americans for the Arts			1	Minneapolis, MN	\$2,000	
FIL Guadalajara International Book Fair			2	Guadalajara, Mexico	\$300	
American Library Association Annual Conference			2	Washington D.C.	\$4,000	
LIBRARY & CULTURAL ARTS TOTAL					\$25,300	
0014510	PARKS & RECREATION	Aging in America Conference	1	New Orleans, LA	\$2,060	
		American Society of Landscape Architects Conference	2	Philadelphia, PA	\$4,520	
		Litmos CS Conference	1	Las Vegas, NV	\$2,375	
		National Recreation and Park Association Conference	7	Indianapolis, IN	\$16,100	
		Tableau Conference	2	New Orleans, LA	\$7,700	
PARKS & RECREATION TOTAL					\$32,755	
0015310	FACILITIES MAINTENANCE	National Facilities Management and Technology	1	Las Vegas, NV	\$3,500	
0015320	SAFETY TRAINING CENTER	2019 ShotShow	3	Las Vegas, NV	\$5,950	
0018410	STREETS	Public Works Expo	2	Seattle, WA	\$4,200	
PUBLIC WORKS - GENERAL SERVICES TOTAL					\$13,650	
0016310	STORM DRAIN ENGINEERING	Storm Con	1	Denver, CO	\$2,700	
0018510	CONSTRUCTION MANAGEMENT & INSPECTION	APWA Conference	1	Kansas City, MO	\$2,900	
		Tri State Conference	2	Las Vegas, NV	\$900	
0018560	STORMWATER INSPECTION	Storm Con	2	Denver, CO	\$4,800	
		Tri-State Conference	1	Las Vegas, NV	\$900	
		International Erosion Control Association Conference	1	Atlanta, GA	\$2,500	
0018710	TRANSPORTATION ENGINEERING	APWA PWX	1	Kansas City, MO	\$2,800	
PUBLIC WORKS - TRANSPORTATION TOTAL					\$17,500	
GENERAL FUND SUBTOTAL					\$339,345	

**CITY OF CARLSBAD
OUT OF STATE TRAVEL BUDGET 2018-19**

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2018-19 BUDGET
NON-GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2018-19 BUDGET
1903402	HNS - HOUSING	NAHRO Washington Conference	1	Washington, D.C.	\$2,700
		HNS - HOUSING TOTAL			\$2,700
5016310	WATER OPERATIONS	APWA Annual Conference	1	Kansas City, MO	\$2,500
		AWWA ACE 2019 Conference	2	Denver, CO	\$5,260
		ESRI Water Conference	1	Phoenix, AZ	\$1,750
		Harris Users Conference	1	Chicago, IL	\$1,500
		Itron Users Conference	1	Scottsdale, AZ	\$3,060
		Tri-State Seminar	5	Las Vegas, NV	\$4,250
		WaterSmart Innovations	2	Las Vegas, NV	\$2,260
		WATER OPERATIONS TOTAL			\$20,580
5026310	RECYCLED WATER	National WaterReuse Conference	1	Austin, TX	\$2,650
		Tri-State Seminar	3	Las Vegas, NV	\$2,550
		RECYCLED WATER TOTAL			\$5,200
5116310	WASTEWATER	WEFTEC Annual Conference	1	New Orleans, LA	\$3,500
		Tri-State Seminar	2	Las Vegas, NV	\$1,700
		No Dig Annual Conference	1	Chicago, IL	\$2,750
		WASTEWATER TOTAL			\$7,950
5206375	ENVIRONMENTAL MANAGEMENT	WasteCon	1	TBD	\$1,800
		SWANApalooza	1	TBD	\$1,800
		ENVIRONMENTAL MANAGEMENT TOTAL			\$3,600
5215110	STORM DRAIN PROTECTION	Storm Con	2	Denver, CO	\$3,800
		Tyler Connect	1	Dallas, TX	\$1,800
		STORM DRAIN PROTECTION TOTAL			\$5,600
5216310	GENERAL SERVICES - STORM DRAIN MAINT	Storm Con	1	Denver, CO	\$2,500
		GENERAL SERVICES - STORM DRAIN MAINT TOTAL			\$2,500
6205460	GENERAL SERVICES - FLEET MAINTENANCE	AssetWorks	4	TBD	\$6,000
		GENERAL SERVICES - FLEET MAINTENANCE TOTAL			\$6,000
640171X	INFORMATION TECHNOLOGY	Gartner CIO Conference	1	Orlando, FL	\$4,850
		IT Financial Management Conference	2	TBD	\$4,600
		Smart Cities Connect Conference	3	Kansas City, MO	\$11,250
		CISCO Conference	1	TBD	\$4,950
		Gartner Infrastructure Management Conference	1	TBD	\$5,450
		EnerGov System Administrator Training	2	Dallas, TX	9500
		Harris Conference	1	Chicago, IL	\$3,750
		IFAS Conference	1	Lake Buena Vista, FL	\$2,750
		Infor Conference	1	TBD	\$3,950
		NAGW Conference	1	Salt Lake City, UT	\$2,650
		Tyler Conference(2)(OOS)	3	TBD	\$11,250
		URISA GIS Leadership Training	1	Salt Lake City, UT	\$5,250
		SQL Pass MS Conference for BI/Sys Admin	1	Seattle, WA	\$5,250
		ServiceNow Conference	2	TBD	\$5,500
		INFORMATION TECHNOLOGY TOTAL			\$80,950
		NON GENERAL FUND SUBTOTAL			\$135,080
GRAND TOTAL OUT OF STATE TRAVEL					\$474,425

MISCELLANEOUS STATISTICAL INFORMATION FY 2018-19



Date of Incorporation	July 16, 1952
Type of City	Charter
Form of Government	Council/Manager
Area	39.18 sq. miles
Population	114,622
Net Assessed Valuation	\$32,807,193,000

Streets:

Number of Street Lights	7,337
Miles of Streets	349.73

Fire Protection:

Number of Stations	6
Number of Firefighters & Officers	79

Police Protection:

Number of Stations	1
Number of Sworn Police Officers	119

Water System:

Number of Water Connections	30,054
Average Daily Consumption (in Millions of Gallons)	12.3
Miles of Lines and Mains	559

Sewer System:

Number of Sewer Connections	23,863
Average Daily Flows (in Millions of Gallons)	6.3
Miles of Sewers	288

Recreation and Culture:

Number of Community Parks, Special Use Areas, Preserves & Urban Forests	59
Acres of Community Parks, Special Use Areas, Preserves & Urban Forests	1,016
Number of Pools	3
Number of Libraries	3
Number of Materials in Library Collections	477,149

Total Number of Authorized Full-Time City Employees	698.0
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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 the County of San Diego 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.

Full-time Equivalent (FTE) - The hours worked by one employee on a full-time basis, used to convert the hours worked by several part-time employees into the hours worked by full-time employees. For example, two employees each working 1000 hours equals one full-time equivalent employee.

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. 2018-093

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING THE FINAL OPERATING BUDGET AND CAPITAL IMPROVEMENT PROGRAM FOR FISCAL YEAR 2018-19 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 2018-19 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 2018-19 Preliminary Operating Budget and FY 2018-19 to FY 2032-33 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 2018-19 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 12, 2018.
3. That the amounts reflected as estimated revenues for FY 2018-19 as shown in Exhibits 3-A and 3-B are hereby adopted as the budgeted revenues for 2018-19.
4. That the amounts designated as the 2018-19 Budget request in Exhibits 3-A and 3-B are hereby appropriated to the department or fund for which they are designated and such appropriation shall not be increased except as provided herein.
5. That total appropriations for each fund may only be increased or decreased by the City Council by passage of a resolution amending the budget except as provided herein.

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 City Council or City Manager as described below.

i. The City Manager may authorize all transfers of funds from account to account within any department.

ii. The City Manager may authorize transfers of funds between departments within the same fund in an amount up to \$100,000 per transfer.

iii. The City Manager may delegate any of the authority given to him/her under this resolution.

iv. The City Manager may authorize budget adjustments involving offsetting revenues and expenditures; the City 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.

v. The City Manager may authorize the transfer of appropriations between accounts and/or capital projects up to \$1,000,000 for the costs associated with the Encina Wastewater Facility (Encina) as authorized by the Encina Wastewater Authority's staff and/or Board. Any increase to the total appropriations for Encina's operating budget and capital program must be approved by the City Council.

vi. The City Manager may authorize budget adjustments to increase the appropriations for Workers Compensation, Risk, Self Insured Benefits and Liability Funds operating budgets in an amount equal to the increases in costs of estimated claims expenses.

vii. The City Manager may authorize budget adjustments to increase the appropriations for Workers Compensation and Risk for estimated IBNR (incurred but not reported) losses.

viii. The City Manager may authorize budget adjustments to increase the appropriations for Mutual Aid Overtime in an amount equal to the increases in amounts to be reimbursed by other agencies.

ix. 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, 2018, are hereby appropriated to FY 2018-19.

11. That all appropriations for outstanding encumbrances as of June 30, 2018, are hereby continued into FY 2018-19 for such contracts or obligations.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:


AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.

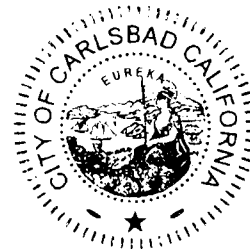


MATT HALL, Mayor



BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 1596

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 2018-19.

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 2018-19 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 2018-19 Preliminary Operating Budget and FY 2018-19 to FY 2032-33 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 2018-19 along with the Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 12, 2018.
3. That the amounts reflected as estimated revenues for FY 2018-19 are hereby adopted as the budgeted revenues for FY 2018-19.
4. That the amounts designated as FY 2018-19 Budget in Exhibits 4-A and 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.

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, 2018 are hereby continued into FY 2018-19 for such contracts and obligations.


8. All appropriations for Capital Improvement Projects remaining unexpended at June 30, 2018, are hereby appropriated for such capital projects for Fiscal Year 2018-19.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:

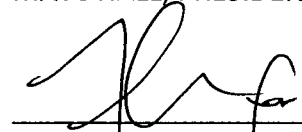
AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.



MATT HALL, PRESIDENT



BARBARA ENGLESON, SECRETARY

(SEAL)



RESOLUTION NO. 541

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 2018-19.

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 2018-19; 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 2018-19 Preliminary Operating Budget and FY 2018-19 to FY 2032-33 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 2018-19, along with any Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 12, 2018, and that all funding for planning and administrative expenses has been determined to be necessary and appropriate for implementation of Authority activities in FY 2018-19.
3. That the amounts reflected as estimated revenues for FY 2018-19 are hereby adopted as the budgeted revenues for FY 2018-19.
4. That the amount designated as FY 2018-19 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, 2018, are hereby continued into FY 2018-19 for such contracts and obligations.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.


MATT HALL, CHAIRMAN


BARBARA ENGLERSON, SECRETARY

(SEAL)



RESOLUTION NO. 2018-094

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 2018-19.

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 2018-19; 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.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Carlsbad, California acting as Successor Agency for the Carlsbad Redevelopment Agency as follows:

1. That the above recitations are true and correct.
2. That certain documents now on file in the office of the Carlsbad City Clerk

entitled "City of Carlsbad, FY 2018-19 Preliminary Operating Budget and FY 2018-19 to 2032-33 Capital

Improvement Program – Preliminary," as amended in accordance with Exhibit 6-A attached hereto and incorporated by reference herein, is hereby adopted as the Operating Budget for the Carlsbad Redevelopment Obligation Retirement Fund for FY 2018-19, along with any Program Options determined by the City Council as set forth in the minutes of the Council's meeting of Tuesday, June 12, 2018.

3. That the amounts reflected as estimated revenues for FY 2018-19 are hereby adopted as the budgeted revenues for FY 2018-19.

4. That the amount designated as FY 2018-19 Budget request in Exhibit 6-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 Successor Agency or designee, as described below.

i. The City Manager, as Executive Director for the Successor Agency, 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 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, 2018, are hereby continued into FY 2018-19 for such contracts and obligations, as approved by the Oversight Board.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:

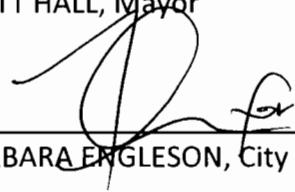
AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.



MATT HALL, Mayor



BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2018-095

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ESTABLISHING THE 2018-19 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 2018-19 appropriation limit of four hundred and fifty-eight million, seven hundred and five thousand, and two hundred nineteen dollars (\$458,705,219) as computed in Exhibit 7-A attached hereto.
3. That the City Clerk is directed to publish this Resolution in a newspaper of general circulation.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:


AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.

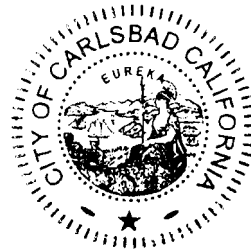


MATT HALL, Mayor



BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2018-096

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADOPTING CHANGES TO THE MASTER FEE SCHEDULE.

WHEREAS, the City Council of the City of Carlsbad has the authority to establish fees for City services; and

WHEREAS, from time-to-time said fees are reviewed and evaluated to maintain an adequate fee structure recovering costs for City services; and

WHEREAS, the City Council has determined the cost of providing general and development-related services; and

WHEREAS, the City Council believes it is necessary for the City Manager to have the authority to adjust the parks and recreation and library and arts program and classes fees from time to time to remain competitive and within the market pricing for like programs and classes; and

WHEREAS, the City Council finds it necessary to recover the costs for City services; and

WHEREAS, the City Council has held the necessary public hearing and allowed for public comment on the establishment of said fees.

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 changes to the Master Fee Schedule are for the fees shown in Exhibit 8-A and attached hereto, and as amended by determinations of the City Council at its meeting of Tuesday, June 12, 2018, as set forth in the minutes 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 September 1, 2018; not sooner than 60 days after adoption in accordance with Government Code 66017, for the Development-related service fees and Development impact fees.


PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

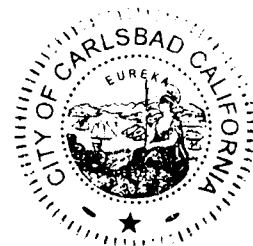
NOES: None.

ABSENT: M. Packard.


MATT HALL, Mayor


BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2018-097

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING DETERMINING THAT THE FY 2018-2019 CAPITAL IMPROVEMENT PROGRAM BUDGET IS CONSISTENT WITH THE GENERAL PLAN AND APPLICABLE CLIMATE ACTION PLAN MEASURES AND ACTIONS.

WHEREAS, the City Council of the City of Carlsbad, California has reviewed the Capital Improvement Program for FY 2018-19 and has held such public hearings as are necessary prior to adoption of the Capital Improvement Program Budget; and

WHEREAS, on June 12, 2018 the City Council REVIEWED FOR CONSISTENCY WITH THE General Plan goals and policies for all Capital projects receiving an allocation of funds for FY 2018-19 pursuant to Carlsbad Municipal Code Section 2.24.065 (b); and

WHEREAS, the City Council also reviewed the FY 2018-19 Capital projects for consistency with applicable Climate Action Plan measures and actions; 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.

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 based on the evidence presented at the hearing, the City Council determines that the Capital Improvement Program for FY 2018-19 is consistent with the General Plan based on the following findings:

Findings:

1. The projects are consistent with the goals and policies 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.
2. The projects are consistent with applicable goals and policies of the Open Space, Conservation, and Recreation, Land Use and Community Design, Mobility and Public Safety Elements of the General Plan, as described in Attachment "9-A".

3. Specific projects are consistent with, and support Climate Action Plan greenhouse gas reduction measures and actions, as described in Attachment "9-A".

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 fire facilities, facility maintenance, parks, transportation, roadway infrastructure, sewer, and water projects, in accordance with the performance standards contained in the city's Growth Management regulations.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the 12th day of June, 2018, by the following vote, to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.



MATT HALL, Mayor



BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2018-098

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPROVING THE FY 2018-19 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 FY 2018-19 Operating Budget of the EWA as approved by JAC on April 25, 2018, in the amount of \$3,785,777 for Wastewater Plant Operations and \$1,338,481 for the Carlsbad Water Recycling Facility Operations, and the Capital Budget of \$5,506,254 is hereby approved.
3. That the City Manager is hereby authorized to make payment on behalf of the City of Carlsbad to EWA in accordance with the budget as approved by JAC pursuant to the Encina Basic Agreement.

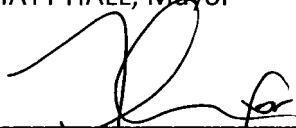
PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

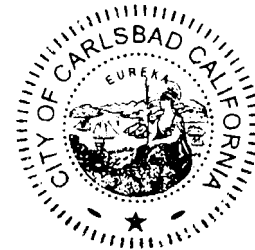
NOES: None.

ABSENT: M. Packard.


MATT HALL, Mayor


BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 2018-099

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPROVING ADJUSTMENTS TO THE FY 2017-18 CAPITAL
IMPROVEMENT PROGRAM AND OPERATING BUDGET.

WHEREAS, a transfer of \$265,000 from the General Fund to the Fleet Replacement Fund, for increases in vehicle replacement costs, is recommended; and

WHEREAS, a transfer of \$82,000 from the Sewer Operating Fund to the Fleet Replacement Fund, for increases in vehicle replacement costs, is recommended; and

WHEREAS, an increase of \$200,000 in the non-departmental legal expense budget, for increased legal costs is recommended; and

WHEREAS, an increase of \$51,000 to the Golf Course operating budget for the wedding lawn landscape expenditures, and purchase of a prefabricated shed is recommended; and

WHEREAS, a transfer of \$100,000 from the General Fund to the Landscape Special Benefit District – Trees Fund, and an increase in the Landscape Special Benefit District – Trees budget is recommended.

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 authorize a transfer of \$265,000 from the General Fund to the Fleet Replacement Fund to pay for increases in vehicle replacement costs.
3. That the City Council of the City of Carlsbad, California, does hereby authorize a transfer of \$82,000 from the Sewer Operating Fund for the Fleet Replacement Fund to pay for increases in vehicle replacement costs.

4. That the City Council of the City of Carlsbad, California, does hereby authorize an appropriation of \$200,000 for non-departmental legal expenditures.

5. That the City Council of the City of Carlsbad, California, does hereby authorize an appropriation of \$51,000 to the Golf Course operating budget to pay for the wedding lawn landscape improvements and a prefabricated shed.

6. That the City Council of the City of Carlsbad, California, does hereby authorize a transfer of \$100,000 from the General Fund to the Landscape Special Benefit District – Trees Fund and an increase of \$100,000 to the Landscape Special Benefit District – Trees budget for increased expenditures.

PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:

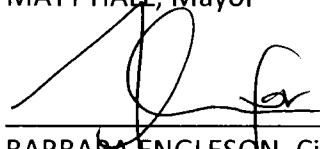
AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.

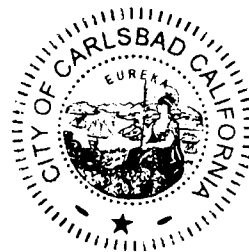


MATT HALL, Mayor



BARBARA ENGLESON, City Clerk

(SEAL)



RESOLUTION NO. 542

A RESOLUTION OF THE COMMUNITY DEVELOPMENT COMMISSION OF THE CITY OF CARLSBAD, CALIFORNIA, ADJUSTING THE OPERATING BUDGET OF THE CARLSBAD HOUSING AUTHORITY FOR FISCAL YEAR 2017-18.

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 2017-18; and

WHEREAS, housing assistance payments for the Section 8 Housing Program were more than anticipated and a budget increase of \$555,000 in housing assistance payment expenditures is recommended; and

WHEREAS, there is sufficient cash in the Section 8 Housing Program to cover this expenditure increase.

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 an increase of \$555,000 for housing assistance payments in the Section 8

Housing Fund in FY 2017-18 is hereby appropriated.

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PASSED, APPROVED AND ADOPTED at a Joint Special Meeting of the Carlsbad City Council, Carlsbad Municipal Water District Board of Directors, Carlsbad Public Financing Authority Board of Directors, Community Development Commission, and City of Carlsbad as Successor Agency to the Redevelopment Agency, held on the 12th day of June, 2018, by the following vote to wit:

AYES: M. Hall, K. Blackburn, M. Schumacher, C. Schumacher.

NOES: None.

ABSENT: M. Packard.


MATT HALL, CHAIRMAN


BARBARA ENGLERSON, SECRETARY

(SEAL)



Acronyms

ADA	Americans with Disabilities Act
ADR	Average Daily Rate
AED	Automated External Defibrillator
AMR	Automatic Meter Reading
APWA	American Public Works Association
ARC	Annual Required Contribution (CalPERS)
ARJIS	Automated Regional Justice Information System
AWWA	American Water Works Association
BIT	Biannual Inspection of Terminals
BLS	Bureau of Labor Statistics
BMP	Barrio Master Plan
BMP	Best Management Practice
BTD	Bridge and Thoroughfare Benefit District
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CalPERS	California Public Employees Retirement System
CALTRANS	California Department of Transportation
CAP	Climate Action Plan
CAPER	Consolidated Annual Performance and Evaluation Report
CCEA	Carlsbad City Employees' Association
CDBG	Community Development Block Grant
CEC	California Energy Commission
CED	Community and Economic Development
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
COPS	Citizens' Option for Public Safety
CPMA	Carlsbad Police Management Association
CPOA	Carlsbad Police Officers' Association
CPR	Cardiopulmonary Resuscitation
CSMFO	California Society of Municipal Finance Officers
CSO	Community Service Officer
CSS	Customer Self-Service
CTBID	Carlsbad Tourism Business Improvement District
CUP	Conditional Use Permit
CWEA	California Water Environment Association
CWRF	Carlsbad Water Reclamation Facility
CY	Current Year
DBMS	Database Management System
DEH	Department of Environmental Health

Acronyms

DMS	Document Management System
ECB	Expenditure Control Budgeting
ECM	Enterprise Content Management
EFT	Electronic Funds Transfer
EIR	Environmental Impact Report
EOC	Emergency Operations Center
ERP	Enterprise Resource Planning
FOG	Fats, Oils, and Grease
FPPC	Fair Political Practices Commission
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
GHG	Greenhouse Gas Emissions
GIS	Geographic Information System
HA	Hydrologic Area
HAZMAT	Hazardous Materials
HCMS	Human Capital Management System
HMP	Habitat Management Plan
HPRM	HP Records Manager
HR	Human Resources
HUD	Department of Housing and Urban Development
HVAC	Heating, Ventilation and Air Conditioning
IAAS	Infrastructure as a Service
IDDE	Illicit Discharge Direction and Elimination
IFAS	Integrated Financial Accounting System
IRF	Infrastructure Replacement Fund
ISF	Internal Service Fund
IT	Information Technology
JPA	Joint Powers Authority
JRMP	Jurisdictional Runoff Management Plan
LCP	Local Coastal Program
LCPA	Local Coastal Program Amendment
LLC	Library Learning Center
M&O	Maintenance and Operations
MCC	Mortgage Credit Certificate
MFF	Major Facility Fee
MGD	Million Gallons Per Day
MPA	Masters in Public Administration
MS4	Municipal Separate Storm Sewer

Acronyms

NCTD	North County Transit District
NIMS	National Incident Management System
NOC	Notice of Completion
NPDES	National Pollutant Discharge Elimination Systems
NRG	NRG Energy, Inc.
OPEB	Other Post Employment Benefits
PACE	Property Assessed Clean Energy
PAF	Personnel Action Form
PERS	Public Employees Retirement System
PFF	Public Facilities Fees
PHA	Public Housing Agency
PIL	Park-In-Lieu Fees
PLD	Planned Local Drainage
POST	Police Officer Standards and Training
PV	Photovoltaic (Energy System)
PW	Public Works
QSP	Qualified Stormwater Practitioner
RFB	Request for Bids
RFP	Request for Proposal
RHNA	Regional Housing Needs Allocation
ROPS	Recognized Obligation Payment Schedule
RORF	Redevelopment Obligation Retirement Fund
ROW	Right of Way
SANDAG	San Diego Association of Governments
SCADA	Supervisory Control and Data Acquisition
SDG&E	San Diego Gas and Electric
SEEC	Statewide Energy Efficiency Collaborative
SEMAP	Section Eight Management Assessment Program
SFR	Single Family Residence
SRA	Summer Reading Adventure
SSMP	Sanitary Sewer Management Plan
SWAT	Special Weapons Attack Team
SWPPP	Storm Water Pollution Prevention Plan
TCBMP	Treatment Control Best Management Practices
TDM	Transportation Demand Management
TIF	Traffic Impact Fee
TMC	Traffic Management Center
TMDL	Total Maximum Daily Load
TOT	Transient Occupancy Tax (Hotel Tax)
TRUST	Teaching Respect, Unity, Sportsmanship and Teamwork
VOIP	Voice-over IP
WAN	Wide Area Network
WLAN	Wireless Local Area Network

Acronyms

WMAA	Watershed Management Area Analysis
WMD	Weapons of Mass Destruction
WQIP	Water Quality Improvement Plan

