

FISCAL YEAR

2021 – 22 BUDGET

Operating Budget | Capital Improvement Program
Strategic Digital Transformation Program



FISCAL YEAR
2021 – 22
BUDGET

PRELIMINARY

Operating Budget | Capital Improvement Program
Strategic Digital Transformation Program

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OPERATING BUDGET OVERVIEW

This section includes a summary of the revenues and expenditures included in the fiscal year 2021-22 operating budget. Spending is presented by funding source, department and type, such as personnel or maintenance and operations. For context, previous years' spending levels are often presented alongside this information.



Detailed summaries of department services and expenditures are included within the five main sections of the operating budget following this overview. The five city branches include:

- Public Safety
- Public Works
- Community Services
- Administrative Services
- Policy & Leadership

Information about the city's approach to planning for and funding digital transformation efforts throughout the city is included in the Strategic Digital Transformation Investment Program section.

Information about capital projects, such as construction of roads and pipelines, the development of parks and construction and maintenance of city facilities, is included in the Capital Improvement Program section.

OPERATING BUDGET REVENUE SUMMARY

The Operating Budget for fiscal year 2021-22 totals \$316.8 million, with revenues for the year estimated at \$303.6 million. General Fund revenues are estimated at \$178.8 million and General Fund budgeted expenditures are \$184.2 million, which includes \$5.9 million in one-time expenditures funded from General Fund reserves to operationalize the City Council’s goals. Excluding the one-time expenditures, the General Fund budgeted operating expenditures are \$178.3 million.

Revenue estimates for the Operating Budget indicate the city will receive a total of \$303.6 million in fiscal year 2021-22, a change of 2.4% or \$7.1 million above the estimated fiscal year 2020-21 revenues. General Fund revenues are expected to increase by \$6.1 million, compared to the prior year. Special Revenue funds are projected to decrease by 16.6%, or \$2.8 million.

Enterprise Fund revenues are projected to increase by 1.6% or \$1.2 million in the upcoming fiscal year. Internal service funds are increasing as one-time benefits were realized in fiscal year 2020-21 and the Successor Agency Housing Trust revenues are expected to decrease by \$3 million as the loan owed to the General Fund will be fully repaid by the end of fiscal year 2020-21. More detailed information on the city’s revenue sources is provided in the following discussion.

The following table shows the total operating revenues anticipated to be received by the city for fiscal year 2020-21, as well as those budgeted for fiscal year 2021-22.

REVENUE SUMMARY BY FUND TYPE

(in Millions)

Fund	Estimated 2020-21	Budgeted 2021-22	\$ Change	% Change
General Fund	\$ 172.7	\$ 178.8	\$ 6.1	3.5%
Special Revenue	16.6	13.9	(2.8)	-16.6%
Enterprise	77.9	79.1	1.2	1.6%
Internal Service	25.1	30.7	5.6	22.4%
Successor Agency Housing Trust	4.1	1.1	(3.0)	-73.9%
Total	\$ 296.4	\$ 303.6	\$ 7.1	2.4%



General Fund

General Fund revenues provide a representative picture of the local economy. These revenues are of particular interest as they fund basic city services, such as Police, Fire, Library & Cultural Arts, Street and Park Maintenance, and Recreation programs. The table below provides a summarized outlook of the General Fund revenues.

GENERAL FUND REVENUES (In Millions)

	Estimated 2020-21	Budgeted 2021-22	\$ Change	% Change
Property Tax	\$ 75.2	\$ 76.6	\$ 1.4	1.8%
Sales Tax	39.8	44.0	4.2	10.5%
Transient Occupancy Tax	12.6	18.4	5.9	46.5%
Franchise Taxes	5.7	5.7	(0.1)	-1.0%
Business License Tax	5.6	5.8	0.3	4.8%
Development Revenues	2.4	1.9	(0.5)	-21.6%
All Other Revenue	31.5	26.4	(5.0)	-16.0%
Total	\$ 172.7	\$ 178.8	\$ 6.1	3.5%

The uncertainty of COVID-19 has drastically impacted the city's ability to accurately forecast sales tax, transient occupancy tax, income from property and investments, and other revenues. Restrictions on economic activity imposed by California's Governor at least partially limited a majority of Carlsbad's retail establishments, eateries and hotels. While most of the current restrictions are planned to be lifted on June 15, 2020, the timing of a return to normalcy and prior levels of economic activity, particularly in the travel industry, is somewhat unpredictable.

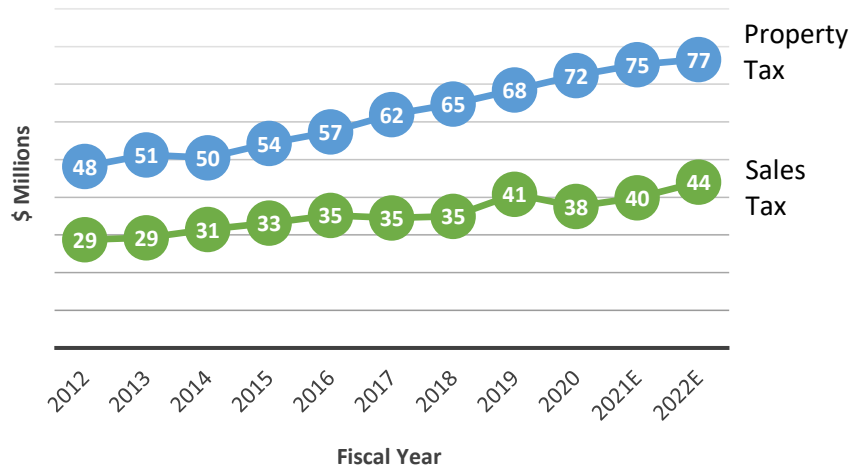
Just under 80% of General Fund revenues are derived from three sources – property tax, sales tax, and transient occupancy tax. Sales tax receipts and TOT revenues tend to be much more sensitive to changes in economic conditions, unlike property tax revenues, which remain relatively stable because of 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 1.8% in fiscal year 2021-22. While the residential real estate market in Carlsbad has seen significant increases in values, commercial property assessed values are expected to remain flat. Due to the uncertainty and slowdown of economic activity created from the COVID-19 crisis commercial property transactions have been limited during the prior year due. Proposition 8 allows owners to have their property temporarily revalued if market value is lower than the factored base year value, posing a risk that commercial property values could temporarily decrease. Until the economic uncertainty wanes and small businesses begin to recover, commercial property prices are not anticipated to increase significantly on an annual basis.

Assessed values on the residential real estate are expected to grow modestly, capped by California's Proposition 13. 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 2% per year. The value upon which the tax is based is only increased to the full market value upon the sale of a property. The maximum increase of assessed values, when not sold, is by the change in California’s Consumer Price Index, which was 1.036% for 2021-22 – below the 2% cap for the first time since 2016-17. Residential activity has been driven by low interest rates on mortgages, pent up demand that built during the shutdown and an increase in the ability to work remotely. The median price of a single family residence in Carlsbad, based on resale data from Zillow, is up by 13.7% year over year in March 2021.

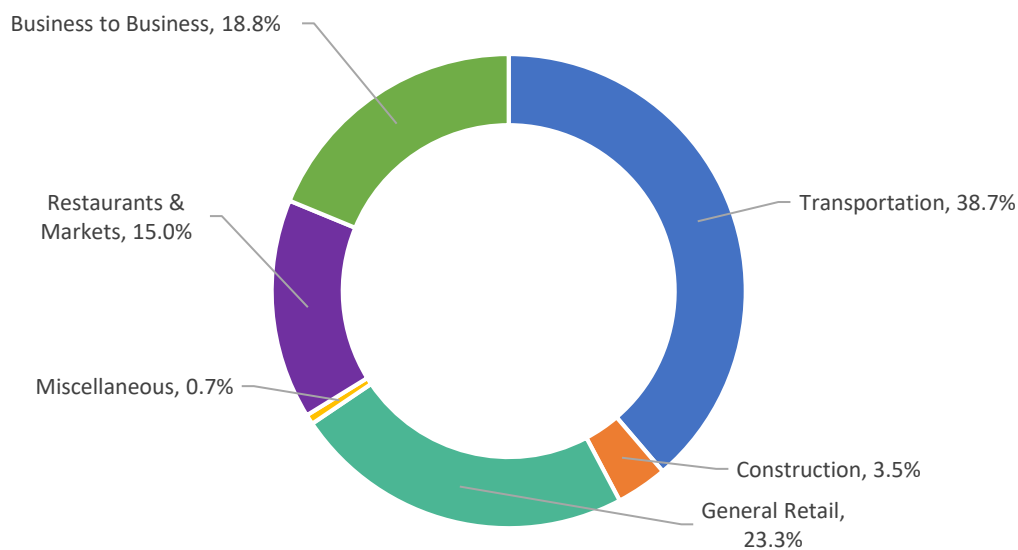
Property and Sales Tax Revenues



Changes in property tax revenues lag behind changes in the housing market, as the tax revenue for the upcoming fiscal year is based on assessed values from January 2021. Thus, the taxes to be received for fiscal year 2021-22 are based on assessed values as of January 1, 2021.

Property taxes tend to grow slowly unless there is a significant amount of development-related activity. In past decades, the city has seen robust growth in property tax revenue due to new development, high turnover of existing homes, and double-digit growth in housing prices. However, as the city approaches buildout, development has slowed. Despite historically low interest rates, slower development combined with minimal commercial property transactions and tax reform has caused a slowing in property tax growth in the city.

Sales Tax by Category Fourth Quarter 2020

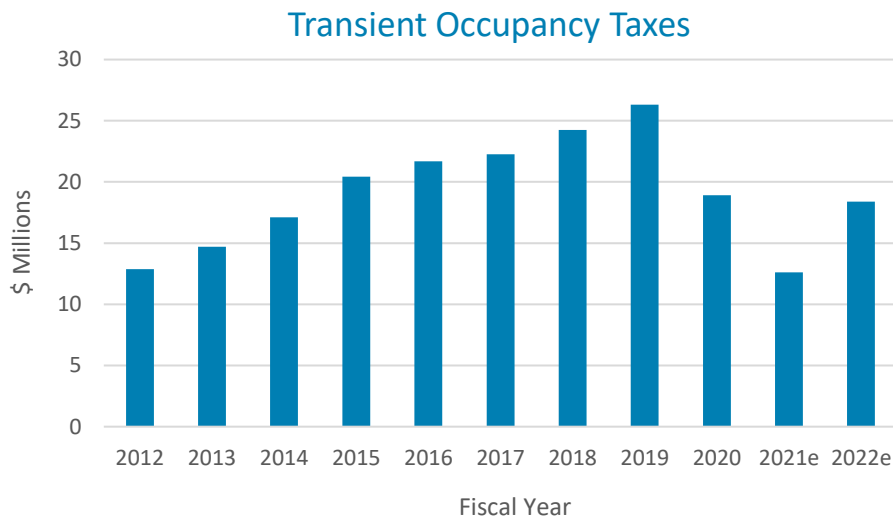


Sales Tax revenues generally move in step with economic conditions and overall Carlsbad's economy has been neutral during the pandemic. However, the economic conditions of some segments have suffered, and others have grown. The restrictions resulting from the COVID-19 pandemic have led to increases in segments like auto sales, construction, drug store sales, chemical product, food markets and recreational products, while others like restaurants and general retail took a major hit. The city has also been benefitting from sales tax revenues on internet sales generated as a result of the Wayfair or AB147 law that went into effect in October 2019.

Up until fiscal year 2019-20, sales tax revenues had improved markedly, peaking in fiscal year 2018-19 at \$40.8 million. Easing of the COVID-19 related restrictions is expected to lead to a 10% increase over fiscal year 2020-21 levels to a total of \$44.0 million in sales tax revenues for fiscal year 2021-22. This is 8% higher than the sales tax peak of \$40.8 million in fiscal year 2018-19 and is expected due to high levels of consumer savings coupled with pent up demand for particular segments.

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 over half 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, auto sales tax revenues hit a high of \$9.6 million for the four quarters ended December 31, 2020. General retail sales tax has suffered substantially over the past year, decreasing 28% from the prior year to \$6.5 million for the four quarters ended December 31, 2020.

Revenues received under Proposition 72, a 0.5 cent increase in California sales tax for the funding of local public safety services, is included in sales tax revenues.

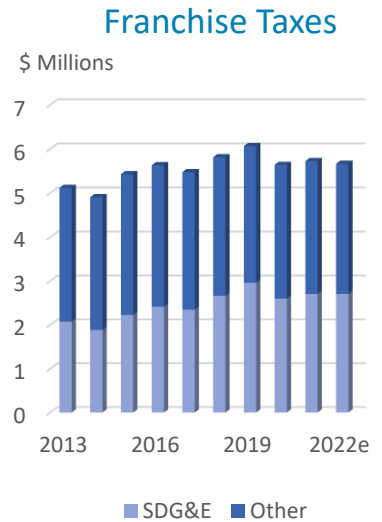


The third highest General Fund revenue source is **Transient Occupancy Tax**, also known as TOT or hotel tax. TOT is forecasted to increase by 47% in fiscal year 2021-22 when compared to estimated fiscal year 2020-21 revenues. This increase, while significant, is still lower than peak levels seen in fiscal year 2018-19. The recovery of TOT is expected to be partial as the city’s hotels are largely driven by the tourists in the summer and group business travel in the winter. Assuming the economy fully reopens in June, the summer season expects to be robust. However, with the trend of remote work and decreased business travel that is largely related to the impacts of COVID-19, the city’s business-related travel is anticipated to recover slowly.

TOT has historically increased as new hotels, such as the two hotels at the Legoland California Resort, Cape Rey Carlsbad Beach Resort, and the Westin Hotel have opened. The city saw the opening of the Home2Suites and the Springhill Suites hotels during fiscal year 2021-22, but the impact of new openings has been overshadowed by the COVID-19 disease containment and suppression measures.

According to a report from Tourism Economics, San Diego County tourism will see significant growth in visitation demand of around 28% in calendar year 2021 and another 26% in calendar year 2022. The projected rebound is driven by lifted travel restrictions and the regions attractiveness for leisure travel, offset by weak group and business travel. The following few years are expected to increase steadily as group and business travel become more prevalent and increases in available rooms continue. The City of Carlsbad currently has approximately 4,812 hotel rooms, 668 timeshares, and over 315 registered vacation rentals.

Franchise Tax revenue has stabilized over the past years and is projected at \$5.7 million in fiscal year 2021-22. Franchise taxes are paid by certain industries that use the city’s right-of-way to conduct their business. The city currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber optic antenna systems and gas and electric services. The solid waste franchise 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 \$1.5 million to \$1.4 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.



San Diego Gas & Electric pays franchise taxes for the use of the public land over which they transport gas and electricity. The city also receives an “in-lieu” franchise tax based on the value of gas and electricity transported on SDG&E lines, but purchased from another source. The “in-lieu” tax captures the franchise taxes on gas and electricity that is transported using public lands, which would not otherwise be included in the calculations for franchise taxes, due to deregulation of the power industry. This revenue source is expected to remain flat out over the next several years.

Business license taxes are closely tied to the health of the local economy, and are projected to increase to \$5.8 million in fiscal year 2021-22, a growth of 5% when compared to current year estimates. This is somewhat in line with projected sales tax revenue increase as businesses either pay taxes based on the amount of their gross receipts or based on set fees. There are currently about 9,514 licensed businesses in the City of Carlsbad, 416 less than in the prior year with 6,375 of them located in the city.

Development-related revenues are derived from fees for planning, engineering and building permits, and fees paid by developers to cover the cost of reviewing and monitoring development activities, such as plan checks and inspections. These revenues are difficult to predict, as many of the planning and engineering activities occur months or years before any actual development.

During fiscal year 2009-10, development-related revenues began to turn around from historic lows experienced in fiscal year 2008-09. Since then, development-related revenues have fluctuated in line with increases and decreases in residential, commercial and industrial development. In fiscal year 2021-22, the city expects a 22% decrease in development related revenues, to approximately \$1.9 million, following higher than anticipated development activity occurring in fiscal year 2020-21. The projected decrease in development-related revenues is tied to the volume and type of development projected to be permitted, multi-family versus single-family, and a drop in the revenues derived from building fees which occur in the early stages of development.



Interdepartmental charges are generated through engineering services charged to capital projects, reimbursed work from other funds and miscellaneous interdepartmental expenses charged to funds outside the General Fund for services performed by departments within the General Fund. Miscellaneous interdepartmental charges are expected to increase by 3%.

Income from investments and property include interest earnings, as well as rental income from city-owned land and facilities. The city is expected to earn about \$2.8 million in interest on its General Fund investments for fiscal year 2021-22, and another \$2.1 million in rental and lease income. The yield on the city's portfolio is forecasted to yield an average of 1.5% and cash balances are expected to remain flat as increases in receipts are projected to be offset by increases in expenditures as the City Council's goals are operationalized.

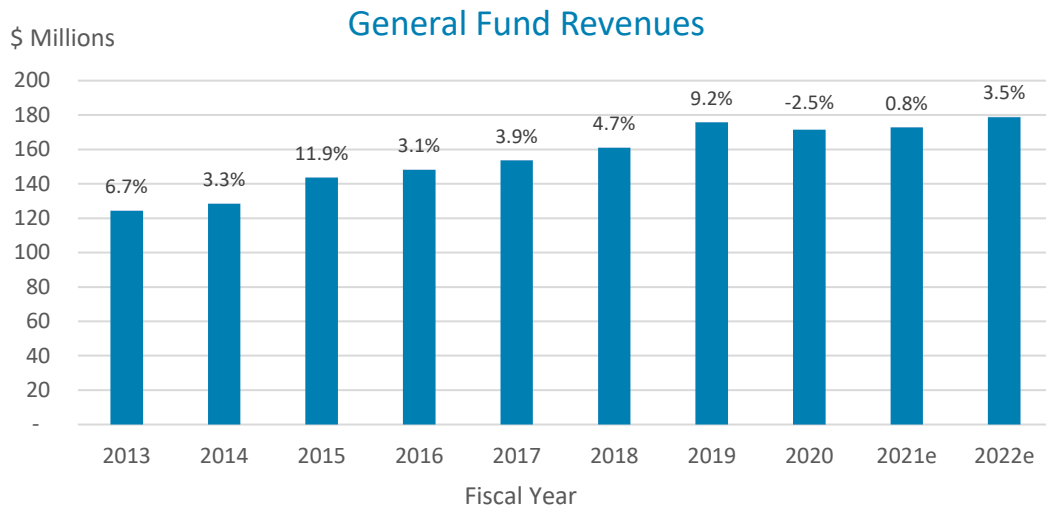
Ambulance fee revenues are estimated at the average of the past five years or \$2.6 million. This is an increase of 3% or \$63,000 when compared to current year estimates. The city plans to conduct an ambulance fee study in fiscal year 2021-22 to review the city's rates and cost of ambulance service.

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 \$1.3 million in transfer taxes for fiscal year 2021-22, which is a 2% increase from fiscal year 2020-21 estimates. The residential real estate market continues to remain strong as interest rates are at historic lows and are not predicted to increase in the near future, and there has not been an appreciable change in the housing supply. Housing prices are continuing to increase in Carlsbad and inventories remain low.

Other intergovernmental revenues include miscellaneous receipts received from the state or federal governments, as well as local school districts. The city expects to receive the second half of the estimated American Rescue Plan Act payment, estimated to be \$6.6 million in fiscal year 2021-22. In total for fiscal year 2021-22, intergovernmental funds are expected to decrease by \$2.1 million

when compared to the fiscal year 2020-21 estimate as the city is not expecting the same level of COVID-19 related assistance and does not project receiving grants as they tend to be unpredictable.

All other revenues include recreation fees, other licenses and fees, fines and forfeitures, transfers in, and other charges and fees. The estimate for fiscal year 2021-22 totals \$4.9 million, a \$462,000 decrease from the expected fiscal year 2020-21, primarily due to non-recurring reimbursements of city managed agreements and higher than normal mutual aid response reimbursements received in fiscal year 2020-21. These decreases are projected to be offset by increases in forecasted recreation fees and higher miscellaneous licenses and fees due to an increase in economic activity.



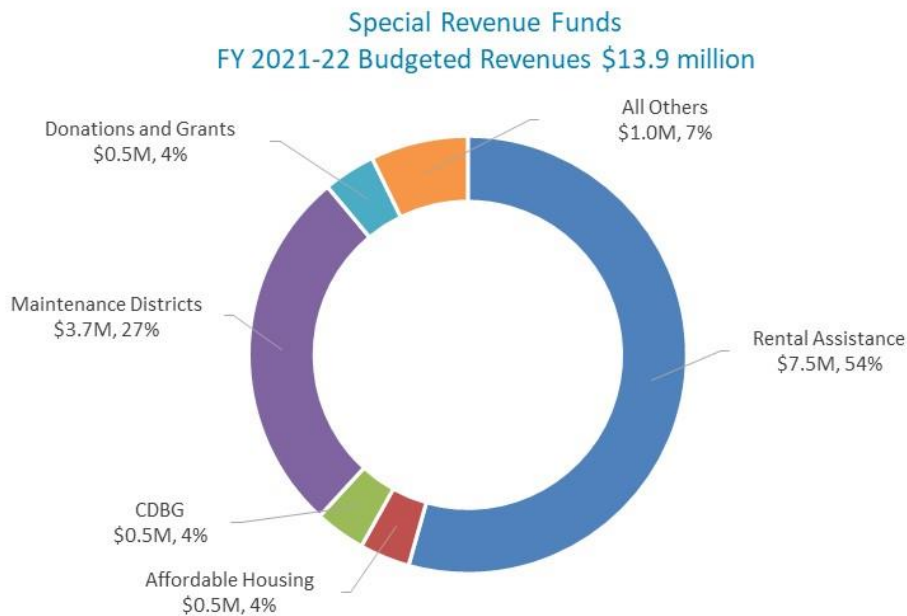
Overall, as reflected in the above bar chart, General Fund revenues are expected to be up 3.5% from fiscal year 2020-21 estimates as the city begins to recover from the economic downturn caused by the COVID-19 pandemic. Driven by the removal of COVID-19 related restrictions and pent up consumer demand, sales tax and transient occupancy tax are the major drivers of the projected revenue increases. Although property tax is not expected to increase at the rate the city has seen in its recent past, a small increase is still expected. COVID-19 related revenues and development-related revenues will see decreases. Many of the increases are forecasted to continue into fiscal year 2022-23 as the economy recovers from the recession caused by the pandemic.

In the late 1990s the city experienced revenue growth between 9% and 17% due to the opening of new hotels, restaurants, retail centers, and new home development. Those levels of planned growth were not sustainable. As new development slows, it will be increasingly more difficult to produce double-digit growth in revenues. In fact, revenue growth has now slowed to 4% over the last ten years. A recovering economy is certainly driving General Fund revenues higher, but this growth comes from a lower revenue base due to the impacts of the COVID-19 crisis. The city's revenues, excluding COVID-19 related subsidies, are not projected to fully recover to pre-COVID-19 levels until fiscal year 2022-23, and then revenue growth is forecasted to stabilize at between 2-4% in the following years.

Other Funds

Revenues from **Special Revenue** funds are expected to total \$13.9 million in fiscal year 2021-22, a decrease of \$2.8 million or 16.6% from fiscal year 2020-21 estimates. Funds collected in this category are restricted to specified purposes. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

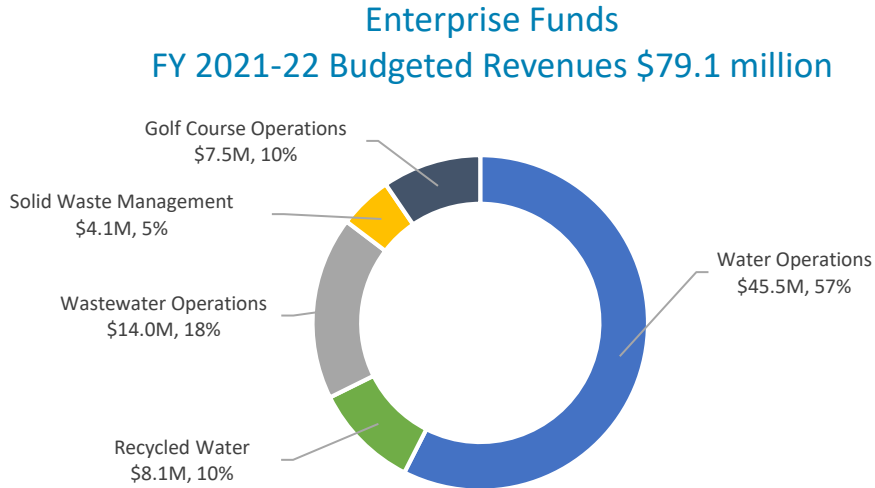
- Federal Grants (Rental Assistance and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)



The most noteworthy changes in the Special Revenue funds occurred in the Community Development Block Grant Fund and the Rental Assistance Fund where decreases of \$1.0 million in each fund are expected as CARES funding received in fiscal year 2020-21 is not expected to recur. Revenues from grants and donations also are expected to reduce slightly. These donations are generally one-time revenues and tend to fluctuate from year-to-year.

The **Successor Agency Housing Trust Fund** revenues are budgeted at \$1.1 million, a 73.9% decrease over fiscal year 2020-21 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 the city's former redevelopment areas by the General Fund as well as debt service payments remaining on the former agency's 1993 Tax Allocation Refunding Bonds. All outstanding loans and interest accrued will have been paid to the city by the end of fiscal year 2020-21 and only debt service payments remain. Payments are distributed annually from available property tax revenues allocated by the state to the successor agency.

Enterprise fund revenues for fiscal year 2021-22 are projected at \$79.1 million, an increase of 1.6% or \$1.2 million over the current year estimates. The revenue breakdown by activity is shown in the graph below.



Enterprise funds are similar to a business, in that rates are charged to support the operations that supply the good and/or service. Carlsbad enterprise funds include water and recycled water delivery, wastewater services, solid waste management, and the operation of a municipal golf course. In addition to paying for the wholesale and fixed water costs, the fiscal year 2021-22 Operating Budget includes funding for replacement of Carlsbad’s water and sewer infrastructure including critical pipeline and valve replacement, and maintaining sufficient operating reserves.

The **Water** Enterprise Fund revenue for fiscal year 2021-22 is estimated at \$45.5 million, an increase of 2.1% when compared to current year revenue estimates due to forecasted rate increases of 2% combined with increases in usage associated with population growth. Projected revenues for **Recycled Water** of \$8.1 million are expected to increase by 1.3% or \$100,000, as minor customer growth is expected and a 1% increase in rates is forecasted.

Forecasted revenues for **Wastewater** are \$14.0 million, a 2.1% increase over the current year estimate. This increased estimate is largely driven by a projected 3% increase in rates needed to support rising treatment costs and aging infrastructure costs.

Estimated revenues from operations of the **Golf Course** are expected to decrease by 3.3% next year to \$7.5 million when compared to current year estimates of \$7.8 million. The decrease in revenue is expected as other competing businesses and activities reopen and draw clients from golf to other activities.

Solid Waste Management revenues increase by 3.8% to \$4.1 million when compared to current year estimates.

Internal Service funds project estimated revenues of \$30.7 million for fiscal year 2021-22, a 22.4% or \$5.6 million increase over fiscal year 2020-21 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.



A recent actuarial review of the **Workers' Compensation** fund determined that the city should continue to set aside cash reserves in anticipation of future Workers' Compensation claims. In order to achieve this, charges to city departments need to increase by 10-15% annually over the next several years. The previous fiscal year's charges were planned to be \$3.8 million, an increase of 10% over the past fiscal year. However, the city closed out the Self-Insured Benefit fund which had a balance of \$1.9 million to fund a large portion of the planned cost. Therefore, the balance was transferred to the Workers' Compensation Fund as a one-time offset to departmental Workers' Compensation chargebacks for fiscal year 2020-21. This comprises the majority of the 21.8% revenue increase in fiscal year 2021-22 compared to current year estimates.

There is a 5.0% decrease in **Vehicle Maintenance** and a 60.9% increase in **Replacement** charges. Vehicle replacement costs rise when the number of vehicles and the price of new vehicles or the cost to maintain those vehicles increases; for example, many older generation sedans at the end of their useful life are now being replaced with hybrid and plug-in hybrids at a higher per unit cost. There have also been significant cost increases over the last several years in specialized vehicles, such as fire trucks and ambulances. The total number of vehicles that the Replacement charge is collecting on has increased for two additional reasons: the city added vehicles to its fleet, largely in the Fire and Police departments; and vehicles previously deferred for replacement were replaced, thereby restarting the collection cycle.

Information Technology (IT) charges to departments have increased by 18.6% or \$2.3 million when compared to fiscal year 2020-21 estimates. In fiscal year 2019-20, actual IT expenses finished lower than expected which created a large amount of savings. This reduced the amount needed to collect from departments in fiscal year 2020-21, but revenue was still collected, creating a \$1.2 million one-time offset to departmental IT chargebacks. Charges are also predicted to increase because IT became responsible for maintenance of many software applications that were once included in departments' individual budgets. Other increases correspond to departments' continued efforts to modernize and strengthen IT infrastructure with an aim to leverage technology to increase proficiencies citywide.

OPERATING BUDGET EXPENDITURE SUMMARY

The city's Operating Budget for fiscal year 2021-22 totals \$316.8 million, which represents an increase of about \$23.7 million, or 8.1%, as compared to the adopted fiscal year 2020-21 budget. A summary of the changes in each of the city's programs will be discussed below. Further information about each program can be found in the individual program summary pages.

BUDGET EXPENDITURE SUMMARY

By Fund Type

(In Millions)

	Budget 2020-21	Budget 2021-22	\$ Change	% Change
General Fund	\$ 163.6	\$ 184.2	\$ 20.6	12.6%
Special Revenue	15.2	15.6	0.4	2.6%
Enterprise	83.5	86.4	2.9	3.5%
Internal Service	28.9	29.6	0.7	2.4%
Successor Agency Housing Trust	1.9	1.0	(0.9)	-47.4%
Total	\$ 293.1	\$ 316.8	\$ 23.7	8.1%

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.

The total Operating Budget for the [General Fund](#) for fiscal year 2021-22 is \$184.2 million, which is \$20.6 million, or 12.6% more than the previous year's Adopted Budget of \$163.6 million. These changes are discussed in more detail on the following pages.

GENERAL FUND SUMMARY

By Expenditure Type

(In Millions)

	Budget 2020-21	Budget 2021-22	\$ Change	% Change
Personnel	\$ 105.0	\$ 115.9	\$ 10.9	10.4%
Maintenance & Operations	51.2	60.3	9.1	17.8%
Capital Outlay	0.4	0.9	0.5	129.9%
Transfers	7.0	7.1	0.1	2.0%
Total	\$ 163.6	\$ 184.2	\$ 20.6	12.6%

Personnel costs make up approximately 62.9% of the General Fund budget. The total personnel budget for fiscal year 2021-22 is \$115.9 million, which is \$10.9 million, or 10.3% greater than the previous year's total personnel budget of \$105.0 million.

GENERAL FUND					
Personnel Costs					
(In Millions)					
	Budget 2020-21	Budget 2021-22	\$ Change	% Change	
Salaries and Wages	\$ 73.7	\$ 79.5	\$ 5.8	7.9%	
Retirement Benefits	18.9	19.8	0.9	4.7%	
Health Insurance	9.0	10.3	1.3	14.8%	
Other Personnel	3.5	6.3	2.8	82.0%	
Total	\$ 105.0	\$ 115.9	\$ 10.9	10.4%	

The table above shows the breakdown of personnel costs for the General Fund. General Fund salaries include full and part-time staff costs and are expected to increase in fiscal year 2021-22 by \$5.8 million, or 7.9%. The increase is primarily due to 21.5 new full-time positions and 7.22 part-time positions proposed for the next fiscal year. The full-time additions include:

- Nine paramedic firefighters
- Three emergency medical technicians
- Homeless Director
- Homeless & Housing Services Manager
- Homeless Management Analyst
- Homeless Program Manager
- Police Sergeant (Homeless Outreach Team)¹
- Two Police Officers (Homeless Outreach Team)¹
- The conversion of three Custodians from part-time to full-time
- The conversion of two 3/4 positions to full-time positions
 - Community Development Senior Office Specialist
 - Fire Prevention Specialist II
- SCADA Technician
- Utilities Asset Management Program Specialist

The part-time additions include:

- Emergency Medical Technicians
- Lifeguard for Tower 4
- Agua Hedionda Lagoon Lifeguard
- Ongoing staffing to support arts education and outreach efforts, and public art support
- Aquatic staffing additions to pre-COVID-19 levels
- Storm Drain/Transportation Maintenance Assistant
- Fleet Maintenance Assistant
- Utilities Assistant Engineers

¹ Additions approved in fiscal year 2020-21, not counted in the 21.5 full-time position increase

Retirement Benefits Cost

CalPERS administers the city's defined benefit pension plan, and costs have been increasing in past years as CalPERS addresses a structural shortfall in plan assets to cover unfunded liabilities. As part of CalPERS' strategy to ensure the plan's sustainability, CalPERS deliberately raised participating agencies' contributions over several years to improve the plan's long-term funded status. The pension system continues to pursue tactics in support of its strategy to ensure plan sustainability, such as investing in assets with the objective of achieving a long-term rate of return that meets or exceeds the 7%. While pension costs are increasing, there is some downward pressure on costs, as new employees receive lower pension benefits. CalPERS has taken significant steps to ensuring plan sustainability, but it still poses a significant risk the city's cost profile.

In support of CalPERS strategies for plan sustainability, and as part of the city's strategic, long-term approach to financial management, the city actively manages its unfunded pension liability.

In support of CalPERS strategies for plan sustainability, and as part of the city's strategic, long-term approach to financial management, the city actively manages its unfunded pension liability. The City Council approved an additional discretionary contribution of \$10 million to decrease future costs of the city's unfunded actuarial liability. This active management helps ensure that resources are available to fulfill the city's contractual promises to its employees and minimizes the chance that funding these pension benefits will interfere with the city's ability to provide essential public services.

General Fund **Health Insurance** costs in the General Fund are increasing by \$1.3 million or 14.8% over the prior year. This increase is due to high increases forecasted in health insurance costs for new and current employees. **Other Personnel Costs** include workers' compensation expenses and other miscellaneous costs, such as Medicare, unemployment and disability.

Maintenance and Operations costs represent about 33% of the total General Fund budget, and include the budgets for all program expenses other than personnel, capital outlay and transfers. Overall, total maintenance and operations costs are projected at \$60.3 million, an increase of about \$9.1 million, or 17.8%, for fiscal year 2021-22 when compared to fiscal year 2020-21.

In response to projected reduced revenues due to the COVID-19 pandemic and the resulting stay-at-home orders, departments were asked to re-evaluate their budget requests for fiscal year 2020-21 and decrease discretionary spending wherever possible. General funded departments were able to reduce their maintenance and operations budget requests by 8% overall. With an updated economic outlook for fiscal year 2021-22, departments requested to reinstate many previously reduced budget items to restore previous levels of service. Additionally, costs increased for certain mandatory fees and unavoidable costs, such as SDG&E rate increases and other rising contracted services costs.

Capital Outlay includes budgeted equipment purchases over \$1,000. Capital outlay purchases of \$890,000 are budgeted in the General Fund for fiscal year 2021-22. The majority is associated with the purchase of two new ambulances in the Fire Department, related to the City Council goal to bring the Fire Department into conformance with Standards of Cover evaluation. The complete list of proposed major capital purchases for all funds (over \$10,000) is shown on a schedule in the appendices section.

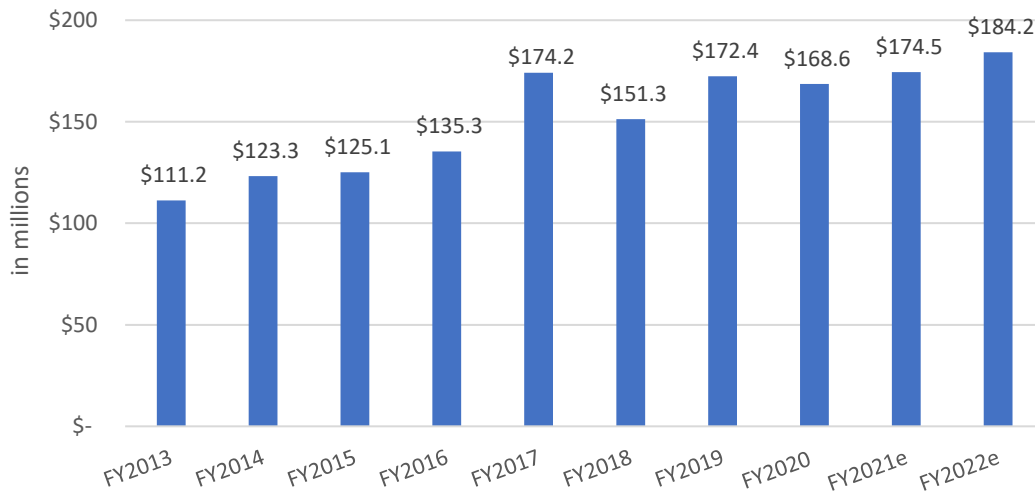
Operating Costs Associated with Capital Investments

As the city completes major capital projects, the costs of maintaining and operating the facilities and improvements, including additional personnel if necessary, are added to departmental operating budgets. The 3.1 acre Buena Vista Reservoir Park located in northwest Carlsbad, near the corner of Buena Vista Way and Highland Drive, is expected completion date is July 2021, at which time the park will be added to the inventory for ongoing maintenance. Total ongoing costs associated with the park are estimated to be \$59,000.

Advances

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 Successor Agency Trust Fund will repay \$2,680,000 in fiscal year 2020-21 which will complete the repayment of all outstanding loans between the city and the former Redevelopment Agency.

History of General Fund Expenditures



Fiscal year 2013-14 expenditures reflected a 10.9% increase due to labor costs and one-time expense for the Poinsettia Fires. The following year, fiscal year 2014-15, expenditures remained relatively flat. The fiscal year 2015-16 budget reflected an 8.2% increase in expenditures due primarily to increased personnel costs, and the fiscal year 2016-17 expenditures included \$25.3 million in one-time costs, including \$10.5 million for a transfer to the Capital Improvement Program for Fire Station No. 2 replacement, and \$14.8 million to pay of the golf course construction bonds.

The expenditures for fiscal year 2017-18 reflect a substantial decrease due to the one-time costs reflected in fiscal year 2016-17 for the defeasance of the golf course bonds of \$14.8 million and the transfer of \$10.5 million to the General Capital Construction Fund for the reconstruction of Fire Station No. 2. These cost reductions were partially offset by an additional one-time payment to CalPERS to address the city's unfunded pension liability, the addition of nine staff members, additional legal and expert costs associated with the county airport expansion and the Safety Training Center lawsuit, higher personnel costs due to normal salary and benefit increases, higher mutual aid costs, and the filling of prior year vacancies.

Expenditures in fiscal year 2018-19 reflect an additional one-time \$20 million payment to CalPERS to further bring down the city's unfunded pension liability. Fiscal year 2019-20 included the addition of 34 new full-time employees, but was largely offset due to the city's response to the COVID-19 pandemic and the need to reduce discretionary spending as much as possible during the unprecedented time.

Fiscal year 2020-21 estimated expenditures reflect an additional one-time \$10 million payment to CalPERS to further bring down the city's unfunded pension liability. The increase was largely offset by the continuation COVID-19 pandemic and the city's efforts to curb and defer expenditures. Fiscal year 2021-22 reflect the plan to reinstate city services back to pre-pandemic levels and operationalize the City Council's goals. The increase includes \$5.9 million in one-time costs associated with the goals, and the addition of 18 new full-time and 6.7 part-time employees which are mostly associated with the goals.

Program Expenditures Another way of looking at the General Fund budget is by program. The chart below compares the total fiscal year 2021-22 budget to those amounts adopted in the previous year. A detailed description of each department, its services, budget summary and department accomplishments and priorities can be found in the department program summary pages.

A detailed description of each department's budget can be found in the department program summaries.

GENERAL FUND EXPENDITURES

By Department

(In Millions)

	Budget 2020-21	Budget 2021-22	\$ Change	% Change
Policy & Leadership Group	\$ 7.9	\$ 8.1	\$ 0.2	2.5%
Administrative Services - Administration	-	0.6	0.6	0.0%
Administrative Services - Finance	6.0	5.6	(0.4)	-6.0%
Administrative Services - Human Resources	5.0	4.8	(0.2)	-4.3%
Administrative Services - Innovation & Economic Dev.	1.1	1.3	0.2	11.7%
Community Services - Administration	0.6	0.7	0.1	12.8%
Community Services - Community Development	10.8	15.5	4.7	43.5%
Community Services - Library & Cultural Arts	13.3	13.8	0.5	3.7%
Community Services - Parks & Recreation	18.0	19.3	1.3	7.1%
Public Safety - Fire	27.2	33.5	6.3	23.4%
Public Safety - Police	44.6	49.4	4.8	10.8%
Public Works - Administration	1.8	1.9	0.1	8.7%
Public Works - Construction Mgmt. & Inspections	2.9	3.0	0.1	3.3%
Public Works - Environmental Management	0.8	1.3	0.5	58.5%
Public Works - Facilities	5.9	6.6	0.7	11.8%
Public Works - Transportation	7.4	8.4	1.0	13.4%
Non-Departmental	10.4	10.6	0.2	1.8%
Total	\$ 163.6	\$ 184.2	\$ 20.6	12.6%

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:

- \$5.4 million to the General Capital Construction Fund for major new construction of city infrastructure and facilities. This represents 3% of the General Fund revenues which is in line with the historical transfers to the long-term capital funds and will potentially alleviate the need for large General Fund expenditures to fund future projects.
- \$283,000 to the Infrastructure Replacement Fund for maintenance or replacement of city infrastructure and facilities, net of funds reimbursed to the General Fund. The need to transfer \$5.4 million is offset by a return of \$5.1 million in Infrastructure Replacement Funds with the cancellation of the Fire Station No. 4 Expansion project. Considering this cancellation, the increase to the Infrastructure Replacement Fund of \$5.4 million represents 3% of the General Fund revenues, which is in line with the historical average to the long-term capital funds and will provide funding for the city's future needs.
- \$322,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- \$1.2 million to the Median Maintenance and Street Tree Maintenance Special Revenue Funds to cover cash shortfalls, as annual assessments collected from property owners do not cover annual operating expenditures. Annual assessments can only be increased with a majority vote of the property owners.

General Fund Summary

The Operating Budget for fiscal year 2021-22 includes expenditures of \$5.9 million for one-time associated with achieving the City Council goals which have been funded by General Fund reserves. Excluding the one-time costs, the Operating Budget provides a balanced General Fund budget for the coming fiscal year with General Fund revenue estimates exceeding General Fund budgeted expenditures by \$483,000.

Fiscal Year 2021-22 General Fund Operating Surplus

General Fund fiscal year 2021-22 revenue estimates	\$178.8 million
General Fund fiscal year 2021-22 adopted expenditures	<u>\$184.2 million</u>
General Fund deficit including one-time expenditures	\$ 5.4 million
General Fund reserves allocated to one-time expenditures	<u>\$ 5.9 million</u>
Projected operating surplus for fiscal year 2021-22	\$ 0.5 million

General Fund Reserves

Projected unassigned balance at June 30, 2021	\$101.3 million
Less: General Fund reserve allocation	\$ 5.9 million
Plus: projected fiscal year 2021-22 surplus	<u>\$ 0.5 million</u>
Equals: projected unassigned balance at June 30, 2022	\$ 95.9 million

Carlsbad has historically benefitted from a strong and diverse economic base, and has maintained financial policies to protect the city from the fluctuations of the business cycle, increasing costs and unfunded mandates. The COVID-19 pandemic has caused a sudden and significant impact to local, national and global economies. Fortunately, the city was in excellent financial shape prior to the pandemic and the proposed budget is a piece in the process to financial recovery. Throughout this unprecedented time, the city will continue to monitor and pivot if necessary to changes in the fiscal environment, evaluate opportunities to strengthen financial policies, identify opportunities to improve business practices and provide the greatest service level to the community.

Changes in Other Funds

Special Revenue funds, at \$15.6 million, show an increase in expenditures of 2.6%, or \$322,000, when compared to fiscal year 2020-21. Spending in most programs is expected to remain at similar or slightly higher levels over the prior year.

Expenditure increases of 180,000, or 2.3%, are planned in the Rental Assistance Fund largely because of its portion of the increasing internal service fund chargebacks and a vacancy that is planned to be filled.

Similar increases are planned in the Median Maintenance Fund to pay for rising contract service costs. The budget in this fund has increased \$150,000 or 12.1% when compared to the prior fiscal year.

Enterprise funds total \$86.4 million, an increase of \$2.9 million, or 3.5%, over the fiscal year 2020-21 adopted budget. The Potable Water and Recycled Water funds continue to operate and maintain critical infrastructure systems and provides the safe delivery of drinking water, conservation outreach and treated irrigation water. The Wastewater fund provides reliable wastewater collection services.

The **Internal Service** funds total \$28.9 million, with an overall increase of \$2.6 million, or 9.6%, over fiscal year 2020-21, after excluding the \$1.9 million transfer from the Self-Insurance Benefit Fund to the Workers' Compensation fund. Much of the increase in Workers' Compensation and Risk Management costs is attributable to rising insurance liability rates, claims filed, and administrative costs. Vehicle Maintenance and Replacement and Information Technology expenditure increases correspond with the city's efforts to continue to modernize, upgrade and invest in needed equipment, systems and applications. More detail can be found in the internal service fund piece of the revenue summary section earlier in this document.

The budget for the **Successor Agency Housing** Trust Fund for fiscal year 2021-22 is \$866,000 lower than the prior year's adopted budget of \$1.9 million. The Recognized Obligation Payments Schedule (ROPS) identifies financial commitments of the former Redevelopment Agency, including the remaining scheduled debt service payments on the Redevelopment Agency bond issue, the outstanding loan from the city's General Fund and minor allowable administrative costs. The last debt service payment on the bond issue is scheduled for September 2023 and the city loan will be paid off by the end of fiscal year 2021-22. These obligations are to be paid from semi-annual property tax increment revenue received by the Successor Agency.



PERSONNEL ALLOCATIONS

Department(*)	Adopted Budget 2018-19	Adopted Budget 2019-20	Adopted Budget 2020-21	Adopted Budget 2021-22
City Attorney	7.00	8.00	8.00	8.00
City Clerk Services	7.00	7.00	7.00	7.00
City Council	2.00	2.00	2.00	2.00
City Manager	9.00	12.00	7.00	7.00
City Treasurer	0.75	1.00	1.00	1.00
Communication & Engagement	7.00	7.00	7.00	7.00
Administrative Services - Administration	-	-	-	3.00
Finance	30.00	31.00	31.00	28.00
Human Resources	13.00	17.00	17.00	16.00
Information Technology	32.00	35.00	37.00	37.00
Innovation & Economic Development	3.00	2.00	4.00	4.00
Community Services - Administration	-	-	3.00	3.00
Community Development	59.75	63.75	61.75	65.00
Library & Cultural Arts	50.50	52.50	52.50	52.50
Parks & Recreation	55.00	55.00	55.00	56.00
Fire	92.00	97.75	97.75	111.00
Police	170.00	184.00	187.00	187.00
Public Works	166.75	172.75	172.75	177.75
Total Full-Time Personnel	704.75	747.75	750.75	772.25
Hourly Full-Time Equivalent Personnel	185.87	199.97	186.59	193.81
Total	890.62	947.72	937.34	966.06

***Notes:**

In FY 2018-19, Police IT was consolidated with city IT, resulting in the transfer of 5 FTE.

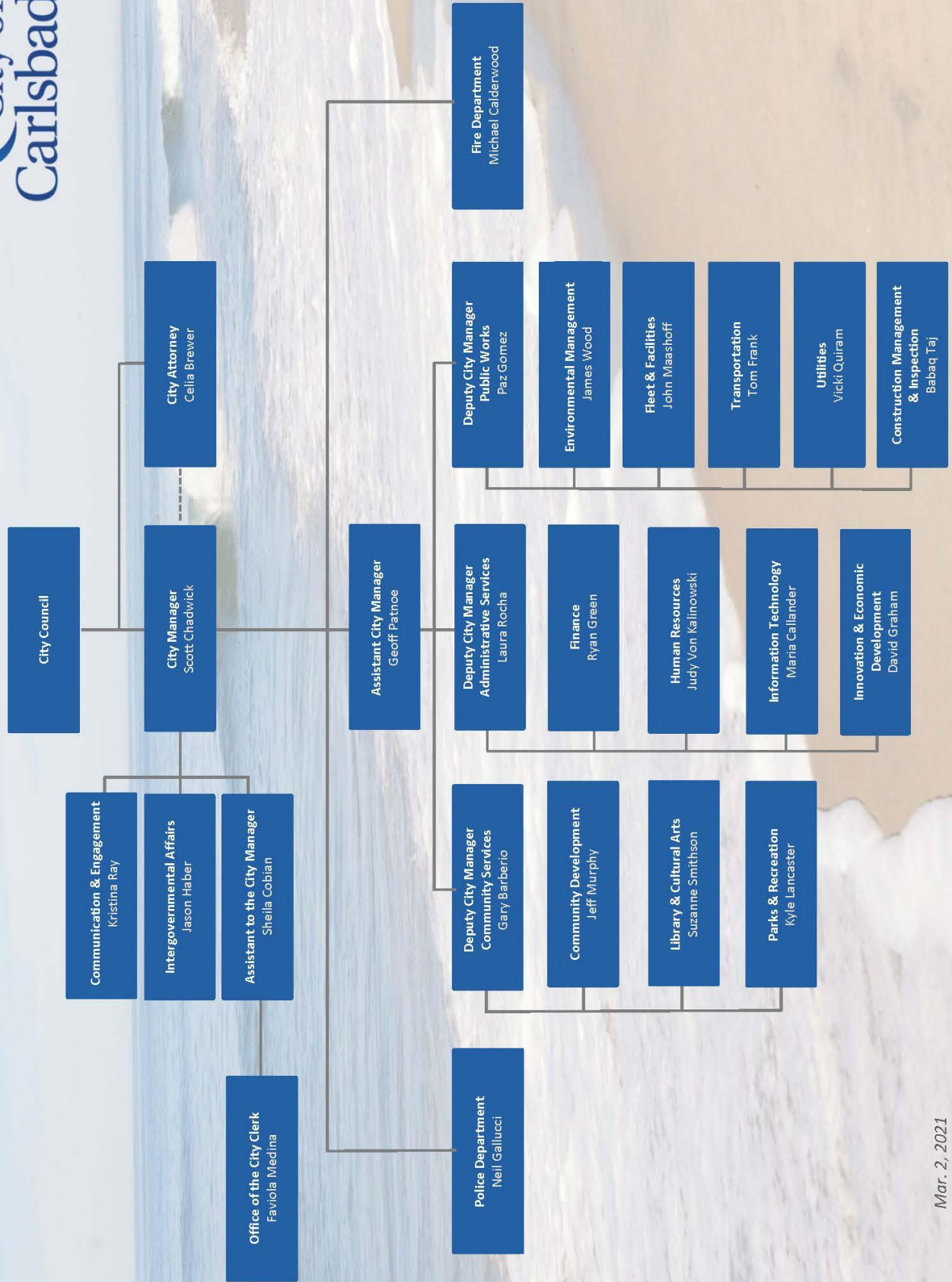
FY 2019-20 includes a mid-year increase of 2 FTE in Police as approved by City Council.

FY 2019-20 reorganizations include Finance, Human Resources, Community Development and Police.

In FY 2020-21 5 FTEs were moved from City Manager to Comm. Serv. Admin. (3 FTE), and Innovation & Economic Development (2 FTE). Includes 3.0 FTE approved by Council for Police for Homelessness Program.

In FY 2021-22 1.0 FTE was moved from Human Resources to Fire and 3.0 FTE was moved from Finance to Administrative Services - Administration.

This table excludes paid interns, due to transitional nature of intern employment.



Mar. 2, 2021



SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance July 1, 2020	Projected Revenues	Projected Expenditures	Additional CalPERS Payment	Advance Repayment	Projected Ending Fund Balance June 30, 2021
General Fund	\$98,985,748 *	\$172,734,000	\$164,540,132	\$8,557,922	2,680,000	\$101,301,694
Special Revenue Funds						
Affordable Housing	23,224,748	1,204,279	5,034,346	7,558		19,387,123
Agricultural Mitigation Fee	1,019,025	14,000	0	0		1,033,025
Buena Vista Channel Maintenance District	1,441,925	125,800	116,298	0		1,451,427
Citizen's Option for Public Safety	274,441	184,318	200,000	16,877		241,882
Community Activity Grants	1,123,096	15,000	0	0		1,138,096
Community Development Block Grant	0	1,551,030	1,428,953	3,972		118,105
Cultural Arts Donations	304,339	61,067	122,385	0		243,021
Flower Fields Grant Program	0	0	0	0		0
Habitat Mitigation Fee	0	16,230	0	0		16,230
Library and Arts Endowments	270,342	2,244	6,000	0		266,586
Library Gifts and Bequests	1,548,903	253,995	426,910	0		1,375,988
Lighting and Landscaping District No. 2	4,229,025	694,000	375,750	0		4,547,275
Local Cable Infrastructure	974,683	296,000	351,000	0		919,683
Median Maintenance District	70,953	1,050,000	1,005,000	21,490		94,463
Parking In Lieu Fee	1,201,155	17,064	50,000	0		1,168,219
Police Asset Forfeiture	308,232	7,000	65,000	0		250,232
Public Safety Grants	0	233,939	233,939	0		0
Recreation Donations	301,859	8,235	37,957	0		272,137
Rental Assistance	131,180	8,900,124	8,510,000	39,196		482,108
Senior Donations	338,015	11,000	13,200	0		335,815
Street Lighting Maintenance District	2,786,452	924,266	685,000	15,774		3,009,944
Street Tree Maintenance District	438,375	465,000	625,000	21,999		256,376
Tyler Court Apartments	198,339	602,512	430,000	0		370,851
Total Special Revenue Funds	40,185,086	16,637,103	19,716,738	126,866		36,978,585
Enterprise Funds						
Water Operations	29,204,183	44,523,102	46,126,865	288,986		27,311,434
Recycled Water Operations	6,447,797	7,972,071	10,333,658	132,151		3,954,059
Wastewater Operations	9,040,711	13,683,128	15,235,755	190,186		7,297,898
Solid Waste Management	14,707,512	3,920,818	4,498,833	128,504		14,000,993
Golf Course	985,074	7,792,122	6,340,807	0		2,436,389
Total Enterprise Funds	60,385,276	77,891,241	82,535,918	739,827		55,000,772
Internal Service Funds						
Workers' Compensation	4,650,061	3,905,093	1,950,000	8,347		6,596,807
Risk Management	2,823,391	2,422,410	3,048,468	22,496		2,174,837
Self-Insured Benefits	1,834,163	0	1,834,163	0		0
Vehicle Maintenance	1,078,108	3,516,342	2,782,841	87,661		1,723,948
Vehicle Replacement	17,492,025	2,680,007	795,000	0		19,377,032
Information Technology	10,257,801	12,535,451	15,600,562	456,881		6,735,809
Total Internal Service Funds	38,135,550	25,059,303	26,011,034	575,385		36,608,434
Successor Agency Housing Trust Fund	2,082,371	4,127,400	1,049,406	0	(2,680,000)	2,480,365
Total Operating Funds	\$239,774,031	\$296,449,047	\$293,853,228	\$10,000,000	\$0	\$232,369,850

* For the General Fund only, this represents unassigned fund balance.

SCHEDULE OF PROJECTED FUND BALANCES

Fund	Beginning Fund Balance June 30, 2021	Estimated Revenues	Adopted Budget	Projected Ending Fund Balance June 30, 2022
General Fund	\$101,301,694 *	\$178,813,062	\$184,230,264	\$95,884,492
Special Revenue Funds				
Affordable Housing	19,387,123	515,000	988,422	18,913,701
Agricultural Mitigation Fee	1,033,025	15,000	0	1,048,025
Buena Vista Channel Maintenance District	1,451,427	120,000	195,245	1,376,182
Citizen's Option for Public Safety	241,882	187,000	266,106	162,776
Community Activity Grants	1,138,096	15,000	30,000	1,123,096
Community Development Block Grant	118,105	520,500	638,299	306
Cultural Arts Donations	243,021	46,200	131,750	157,471
Flower Fields Grant Program	0	0	0	0
Habitat Mitigation Fee	16,230	15,000	0	31,230
Library and Arts Endowments	266,586	3,000	6,000	263,586
Library Gifts and Bequests	1,375,988	178,100	384,270	1,169,818
Lighting and Landscaping District No. 2	4,547,275	702,300	376,001	4,873,574
Local Cable Infrastructure	919,683	295,000	345,000	869,683
Median Maintenance District	94,463	1,315,000	1,369,415	40,048
Parking In Lieu Fee	1,168,219	15,358	50,000	1,133,577
Police Asset Forfeiture	250,232	16,000	170,000	96,232
Public Safety Grants	0	0	0	0
Recreation Donations	272,137	86,223	82,591	275,769
Rental Assistance	482,108	7,548,000	7,898,443	131,665
Senior Donations	335,815	20,000	79,600	276,215
Street Lighting Maintenance District	3,009,944	916,051	971,246	2,954,749
Street Tree Maintenance District	256,376	710,000	943,555	22,821
Tyler Court Apartments	370,851	644,400	640,987	374,264
Total Special Revenue Funds	36,978,585	13,883,132	15,566,930	35,294,787
Enterprise Funds				
Water Operations	27,311,434	45,466,455	47,821,220	24,956,669
Recycled Water Operations	3,954,059	8,072,846	10,103,790	1,923,115
Wastewater Operations	7,297,898	13,963,861	16,057,473	5,204,286
Solid Waste Management	14,000,993	4,069,427	5,183,474	12,886,946
Golf Course	2,436,389	7,539,000	7,231,000	2,744,389
Total Enterprise Funds	55,000,772	79,111,589	86,396,957	47,715,404
Internal Service Funds				
Workers' Compensation	6,596,807	4,754,730	3,933,699	7,417,838
Risk Management	2,174,837	3,401,080	3,207,702	2,368,215
Self-Insured Benefits	0	0	0	0
Vehicle Maintenance	1,723,948	3,340,562	3,516,373	1,548,137
Vehicle Replacement	19,377,032	4,311,885	4,546,033	19,142,884
Information Technology	6,735,809	14,860,389	14,369,778	7,226,420
Total Internal Service Funds	36,608,434	30,668,646	29,573,585	37,703,495
Successor Agency Housing Trust Fund	2,480,365	1,078,000	1,067,495	2,490,870
Total Operating Funds	\$232,369,850	\$303,554,429	\$316,835,231	\$219,089,048

* For the General Fund only, this represents unassigned fund balance.

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2019-20 Actuals	2020-21 Estimated Revenue	2021-22 Estimated Revenue	Change as % of 20-21 Estimated	Difference 2020-21 to 2021-22
General Fund					
Taxes					
Property Tax	\$72,289,510	\$75,211,000	\$76,587,000	1.8%	\$1,376,000
Sales Tax	37,584,621	39,840,000	44,015,000	10.5%	4,175,000
Transient Occupancy Tax	18,898,325	12,585,000	18,441,000	46.5%	5,856,000
Franchise Tax	5,863,614	5,724,000	5,666,000	-1.0%	(58,000)
Business License Tax	5,414,292	5,550,000	5,817,000	4.8%	267,000
Transfer Tax	1,247,218	1,260,000	1,285,000	2.0%	25,000
Total Taxes	141,297,580	140,170,000	151,811,000	8.3%	11,641,000
Intergovernmental					
Homeowners Exemption	358,819	350,000	350,000	0.0%	-
Other Intergovernmental	2,998,306	9,370,000	7,223,975	-22.9%	(2,146,025)
Total Intergovernmental	3,357,125	9,720,000	7,573,975	-22.1%	(2,146,025)
Licenses and Permits					
Building Permits	1,445,892	1,011,000	521,000	-48.5%	(490,000)
Other Licenses and Permits	1,293,657	904,000	944,000	4.4%	40,000
Total Licenses And Permits	2,739,549	1,915,000	1,465,000	-23.5%	(450,000)
Charges for Services					
Planning Fees	356,382	249,000	274,000	10.0%	25,000
Building Department Fees	956,138	668,000	617,000	-7.6%	(51,000)
Engineering Fees	620,302	434,000	441,000	1.6%	7,000
Ambulance Fees	2,752,261	2,521,000	2,584,000	2.5%	63,000
Recreation Fees	2,093,196	1,425,000	1,760,000	23.5%	335,000
Other Charges or Fees	709,034	1,109,000	550,000	-50.4%	(559,000)
Total Charges For Services	7,487,313	6,406,000	6,226,000	-2.8%	(180,000)
Fines and Forfeitures	522,814	396,000	406,000	2.5%	10,000
Income from Investments and Property	11,978,846	7,517,000	4,879,925	-35.1%	(2,637,075)
Interdepartmental Charges	5,047,596	5,052,000	5,181,349	2.6%	129,349
Other Revenue Sources	1,711,070	1,558,000	1,269,813	-18.5%	(288,187)
Total General Fund	\$174,141,893	\$172,734,000	\$178,813,062	3.5%	\$6,079,062

* Interest is calculated on an amortized cost basis.

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2019-20 Actuals	2020-21 Estimated Revenue	2021-22 Estimated Revenue	Change as % of 20-21 Estimated	Difference 2020-21 to 2021-22
Special Revenue Funds					
Affordable Housing					
Affordable Housing Fees	\$537,168	\$248,000	\$140,000	-43.6%	(\$108,000)
Property Tax	762,948	520,000	-	-100.0%	(520,000)
Interest Income	877,998	406,279	345,000	-15.1%	(61,279)
Other Revenue	78,553	30,000	30,000	0.0%	0
Total Affordable Housing	2,256,667	1,204,279	515,000	-57.2%	(689,279)
Agricultural Mitigation Fee					
Agricultural Mitigation Fees	227,552	-	-	0.0%	-
Interest Income	31,969	14,000	15,000	7.1%	1,000
Total Agricultural Mitigation Fee	259,521	14,000	15,000	7.1%	1,000
Buena Vista Channel Maintenance					
Assessment Fees	70,510	105,000	100,000	-4.8%	(5,000)
Interest Income	48,684	20,800	20,000	-3.9%	(800)
Total Buena Vista Channel Maintenance	119,194	125,800	120,000	-4.6%	(5,800)
Citizen's Option for Public Safety					
State Funding (AB3229)	256,588	182,318	185,000	1.5%	2,682
Interest Income	9,389	2,000	2,000	0.0%	-
Total Citizen'S Option For Public Safety	265,977	184,318	187,000	1.5%	2,682
Community Activity Grants					
Interest Income	37,980	15,000	15,000	0.0%	-
Total Community Activity Grants	37,980	15,000	15,000	0.0%	0
Community Development Block Grant					
Federal Grant	742,101	1,551,030	520,000	-66.5%	(1,031,030)
Interest Income	1,135	-	500	0.0%	500
Other Revenue	216,218	-	-	0.0%	-
Total Community Dev. Block Grant	959,454	1,551,030	520,500	-66.4%	(1,030,530)
Cultural Arts Donations					
Donations	58,828	58,342	43,000	-26.3%	(15,342)
Interest Income	10,357	2,725	3,200	17.4%	475
Other Revenue	-	-	-	0.0%	-
Total Cultural Arts Donations	69,185	61,067	46,200	-24.4%	(14,867)
Flower Fields Grant Program					
Interest Income	9,757	-	-	0.0%	-
Total Flower Fields Grant Program	9,757	0	0	0.0%	0
Habitat Mitigation Fee					
Mitigation Fees	29,071	16,000	15,000	-6.3%	(1,000)
Interest Income	2,007	230	-	-100.0%	(230)
Total Habitat Mitigation Fee	31,078	16,230	15,000	-7.6%	(1,230)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2019-20 Actuals	2020-21 Estimated Revenue	2021-22 Estimated Revenue	Change as % of 20-21 Estimated	Difference 2020-21 to 2021-22
Special Revenue Funds - Continued					
Library And Arts Endowment Fund					
Interest Income	9,143	2,244	3,000	33.7%	756
Total Library And Arts Endowment Fund	9,143	2,244	3,000	33.7%	756
Library Gifts/Bequests					
Gifts and Bequests	339,291	241,677	164,000	-32.1%	(77,677)
Interest Income	51,128	12,318	14,100	14.5%	1,782
Other Revenue	-	-	-	0.0%	-
Total Library Gifts/Bequests	390,419	253,995	178,100	-29.9%	(75,895)
Lighting And Landscaping District No. #2					
Assessment Fees	625,925	638,000	648,300	1.6%	10,300
Interest Income	139,771	56,000	54,000	-3.6%	(2,000)
Other Revenue	-	-	-	0.0%	-
Total Lighting And Landscaping Dist. No. #2	765,696	694,000	702,300	1.2%	8,300
Local Cable Infrastructure Fund					
Cable Fees	308,090	285,000	285,000	0.0%	-
Interest Income	30,810	11,000	10,000	-9.1%	(1,000)
Total Local Cable Infrastructure Fund	338,900	296,000	295,000	-0.3%	(1,000)
Median Maintenance					
Assessment Fees	351,656	350,000	365,000	4.3%	15,000
Other	552,817	700,000	950,000	35.7%	250,000
Total Median Maintenance	904,473	1,050,000	1,315,000	25.2%	265,000
Parking In Lieu					
Parking In Lieu Fees	147,180	-	-	0.0%	-
Interest Income	39,121	17,064	15,358	-10.0%	(1,706)
Total Parking In Lieu	186,301	17,064	15,358	-10.0%	(1,706)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2019-20 Actuals	2020-21 Estimated Revenue	2021-22 Estimated Revenue	Change as % of 20-21 Estimated	Difference 2020-21 to 2021-22
Special Revenue Funds - Continued					
Police Asset Forfeiture					
Asset Forfeitures	237,478	5,000	14,000	180.0%	9,000
Interest Income	11,733	2,000	2,000	0.0%	-
Total Police Asset Forfeiture	249,211	7,000	16,000	128.6%	9,000
Public Safety Grants					
Federal Grant	143,094	233,939	-	-100.0%	(233,939)
Total Police Grants	143,094	233,939	0	-100.0%	(233,939)
Recreation Donations					
Donations	45,364	6,000	82,000	1266.7%	76,000
Interest Income	10,344	2,235	4,223	89.0%	1,988
Total Recreation Donations	55,708	8,235	86,223	947.0%	77,988
Rental Assistance					
Federal Grant	7,496,947	8,644,524	7,480,000	-13.5%	(1,164,524)
Other Revenue	178,430	255,600	68,000	-73.4%	(187,600)
Total Rental Assistance	7,675,377	8,900,124	7,548,000	-15.2%	(1,352,124)
Senior Donations					
Donations	4,917	6,000	6,000	0.0%	-
Interest Income	11,501	5,000	6,000	20.0%	1,000
Other Revenue	8,103	-	8,000	0.0%	8,000
Total Senior Donations	24,521	11,000	20,000	81.8%	9,000
Street Lighting					
Assessment Fees	733,743	735,000	740,000	0.7%	5,000
Other Revenue	168,321	154,266	141,051	-8.6%	(13,215)
Interest Income	94,699	35,000	35,000	0.0%	-
Total Street Lighting	996,763	924,266	916,051	-0.9%	(8,215)
Street Tree Maintenance					
Assessment Fees	465,371	465,000	470,000	1.1%	5,000
Other Revenue	400,707	-	240,000	0.0%	240,000
Total Street Tree Maintenance	866,078	465,000	710,000	52.7%	245,000
Tyler Court Apartments					
Rental Income	552,480	600,000	641,891	7.0%	41,891
Other Revenue	7,625	2,500	2,509	0.4%	9
Interest Income	(86)	12	-	-100.0%	(12)
Total Tyler Court Apartments	560,019	602,512	644,400	7.0%	41,888
Total Special Revenue Funds	\$17,174,516	\$16,637,103	\$13,883,132	-16.6%	(\$2,753,971)

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2019-20 Actuals	2020-21 Estimated Revenue	2021-22 Estimated Revenue	Change as % of 20-21 Estimated	Difference 2020-21 to 2021-22
Enterprise Funds					
Water Operations					
Water Sales	\$26,283,507	\$27,496,504	\$28,046,435	2.0%	\$549,931
Ready-to-Serve charge	12,103,128	12,290,845	12,536,662	2.0%	245,817
Water Rebates	-	-	-	0.0%	-
Property Tax	4,204,447	3,628,154	3,680,499	1.4%	52,345
New Account Charges	123,168	132,416	132,416	0.0%	-
Back-Flow Program Fees	165,813	138,859	138,859	0.0%	-
Penalty Fees	202,884	3,000	104,651	3388.4%	101,651
Interest Income	1,137,240	374,898	374,897	0.0%	(1)
Engineering Overhead	46,691	35,000	40,000	14.3%	5,000
Service Connection Fees	57,358	42,600	42,600	0.0%	-
Other Revenue	286,909	380,826	369,436	-3.0%	(11,390)
Total Water Operations	44,611,145	44,523,102	45,466,455	2.1%	943,353
Recycled Water Operations					
Water Sales	6,223,138	6,770,361	6,860,887	1.3%	90,526
Ready-to-Serve charge	1,187,012	1,203,743	1,209,771	0.5%	6,028
Recycled Water Credits	-	-	-	0.0%	-
Interest Income	41,194	(23,389)	(23,389)	0.0%	-
Other Revenue	111,440	21,356	25,577	19.8%	4,221
Total Recycled Water Operations	7,562,784	7,972,071	8,072,846	1.3%	100,775
Wastewater Operations					
Service Charges	13,763,966	13,372,679	13,773,859	3.0%	401,180
Misc. Sewer	23,958	7,890	-	-100.0%	(7,890)
Engineering Overhead	33,377	15,931	15,931	0.0%	-
Penalty Fees	60,798	-	30,399	0.0%	30,399
Interest Income	374,741	75,000	75,000	0.0%	-
Other Revenue	66,272	211,628	68,672	-67.6%	(142,956)
Total Wastewater Operations	14,323,112	13,683,128	13,963,861	2.1%	280,733
Solid Waste Management					
Recycling Fees (AB939)	403,239	290,000	300,000	3.5%	10,000
Penalty Fees	39,238	-	20,000	0.0%	20,000
Trash Surcharge	3,120,429	3,000,000	3,000,000	0.0%	-
Interest Income	497,353	182,080	185,080	1.7%	3,000
Other Revenue	437,499	448,738	564,347	25.8%	115,609
Total Solid Waste Management	4,497,758	3,920,818	4,069,427	3.8%	148,609
Golf Course Operations					
Charges for Services	6,558,857	7,709,022	7,400,000	-4.0%	(309,022)
Interest Income	34,755	8,300	4,000	-51.8%	(4,300)
Other Revenue	149,855	74,800	135,000	80.5%	60,200
Total Golf Course Operations	6,743,467	7,792,122	7,539,000	-3.3%	(253,122)
Total Enterprise Funds	\$77,738,266	\$77,891,241	\$79,111,589	1.6%	\$1,220,348

SCHEDULE OF REVENUE ESTIMATES

Revenue Source	2019-20 Actuals	2020-21 Estimated Revenue	2021-22 Estimated Revenue	Change as % of 20-21 Estimated	Difference 2020-21 to 2021-22
Internal Service Funds					
Workers' Compensation					
Interdepartmental Charges	\$3,455,136	\$1,880,930	\$4,524,730	140.6%	\$2,643,800
Interest Income	448,532	190,000	215,000	13.2%	25,000
Other Revenue	190,508	1,834,163	15,000	-99.2%	(1,819,163)
Total Workers' Compensation	4,094,176	3,905,093	4,754,730	21.8%	849,637
Risk Management					
Interdepartmental Charges	2,195,820	2,309,460	3,306,080	43.2%	996,620
Interest Income	162,698	65,000	75,000	15.4%	10,000
Other Revenue	28,856	47,950	20,000	-58.3%	(27,950)
Total Risk Management	2,387,374	2,422,410	3,401,080	40.4%	978,670
Self-Insured Benefits					
Interdepartmental Charges	-	-	-	0.0%	-
Other Revenue	-	-	-	0.0%	-
Total Self-Insured Benefits	0	0	0	0.0%	0
Vehicle Maintenance					
Interdepartmental Charges	2,852,757	3,500,050	3,291,562	-6.0%	(208,488)
Interest Income	21,840	8,199	9,000	9.8%	801
Other Revenue	46,345	8,093	40,000	394.3%	31,907
Total Vehicle Maintenance	2,920,942	3,516,342	3,340,562	-5.0%	(175,780)
Vehicle Replacement					
Interdepartmental Charges	2,366,412	2,192,070	3,881,885	77.1%	1,689,815
Interest Income	602,631	350,000	350,000	0.0%	-
Other Revenue	50,090	137,937	80,000	-42.0%	(57,937)
Total Vehicle Replacement	3,019,133	2,680,007	4,311,885	60.9%	1,631,878
Information Technology					
Interdepartmental Charges	13,275,060	12,379,451	14,752,389	19.2%	2,372,938
Interest Income	296,030	108,000	108,000	0.0%	-
Other Revenue	47,417	48,000	-	-100.0%	(48,000)
Total Information Technology	13,618,507	12,535,451	14,860,389	18.6%	2,324,938
Total Internal Service Funds	\$26,040,132	\$25,059,303	\$30,668,646	22.4%	\$5,609,343
Trust Funds					
Successor Agency Housing Fund					
Property Tax Increment	5,006,144	4,000,000	1,060,000	-73.5%	(2,940,000)
Interest Income	105,205	127,400	18,000	-85.9%	(109,400)
Total Successor Agency Housing Fund	5,111,349	4,127,400	1,078,000	-73.9%	(3,049,400)
Total Trust Funds	\$5,111,349	\$4,127,400	\$1,078,000	-73.9%	(\$3,049,400)
Total Operating Funds	\$300,206,156	\$296,449,047	\$303,554,429	2.4%	\$7,105,382

SCHEDULE OF BUDGET EXPENDITURES

Department	2018-19 Actuals	2019-20 Actuals	2020-21		2021-22 Budget	% Incr / (Decr) 20-21 Budget to 21-22 Budget
			Estimated Expenditures	2020-21 Budget		
General Fund						
Policy And Leadership Group						
City Council	\$453,386	\$466,528	\$535,532	\$586,317	\$649,975	10.9%
City Attorney	1,751,649	1,910,060	1,981,318	1,987,318	2,037,136	2.5%
City Clerk	1,013,027	1,126,417	1,190,810	1,263,159	1,300,469	3.0%
City Manager	2,329,708	2,574,961	2,065,119	2,153,294	2,112,097	-1.9%
City Treasurer	212,225	215,784	227,235	244,090	250,752	2.7%
Community Outreach And Engagement	1,602,350	1,651,700	1,692,761	1,692,761	1,771,173	4.6%
Total Policy And Leadership Group	7,362,345	7,945,450	7,692,775	7,926,939	8,121,602	2.5%
Administrative Services						
Administration	-	-	-	-	568,883	-
Finance	5,195,794	5,617,702	5,750,000	5,989,716	5,632,387	-6.0%
Human Resources	3,561,005	4,302,513	4,374,700	5,010,104	4,797,011	-4.3%
Innovation and Economic Development	673,700	1,097,395	1,129,110	1,131,877	1,264,626	11.7%
Total Administrative Services	9,430,499	11,017,610	11,253,810	12,131,697	12,262,907	1.1%
Community Services						
Community Services Administration	-	-	500,000	581,849	656,221	12.8%
Community Development	10,692,924	10,328,444	10,767,000	10,781,168	15,466,693	43.5%
Library And Cultural Arts	12,969,709	13,030,148	12,353,998	13,291,868	13,780,555	3.7%
Parks And Recreation	17,165,407	17,584,182	16,304,411	17,993,237	19,278,168	7.1%
Total Community Services	40,828,040	40,942,774	39,925,409	42,648,122	49,181,637	15.3%
Public Safety						
Fire	24,017,515	25,620,353	28,882,000	27,173,120	33,521,412	23.4%
Police	39,009,548	44,841,600	44,041,378	44,593,457	49,396,803	10.8%
Total Public Safety	63,027,063	70,461,953	72,923,378	71,766,577	82,918,215	15.5%
Public Works						
Public Works Administration	1,626,845	1,768,613	1,787,962	1,786,198	1,941,613	8.7%
Construction Management & Inspections	2,575,598	2,944,509	2,717,631	2,893,903	2,990,665	3.3%
Environmental Management	669,711	758,852	780,799	808,946	1,282,225	58.5%
Facilities	5,058,965	5,537,243	5,309,605	5,862,683	6,555,934	11.8%
Transportation	6,877,759	7,583,250	7,920,763	7,410,972	8,405,466	13.4%
Total Public Works	16,808,878	18,592,467	18,516,760	18,762,702	21,175,903	12.9%
Miscellaneous Non-Departmental Expenditures						
Community Contributions	11,213	7,983	3,000	0	0	-
Dues & Subscriptions	51,688	71,519	75,000	75,000	80,000	6.7%
Legal Services	793,094	697,114	670,000	750,000	1,200,000	60.0%
Professional Services	39,830	39,195	35,000	42,000	42,000	0.0%
Other Miscellaneous Expenditures	738,439	3,860,320	0	0	0	-
Personnel Related	149,563	152,582	200,000	284,000	850,000	199.3%
COVID-related	0	910,211	1,432,000	0	0	-
Property Tax & Other Administration	660,633	658,895	725,000	725,000	750,000	3.4%
Total Expenditures	2,444,460	6,397,819	3,140,000	1,876,000	2,922,000	55.8%

SCHEDULE OF BUDGET EXPENDITURES

Department	2018-19 Actuals	2019-20 Actuals	2020-21		2021-22 Budget	% Incr / (Decr) 20-21 Budget to 21-22 Budget
			Estimated Expenditures	2020-21 Budget		
General Fund - Continued						
Transfers						
Transfer to General Capital Construction Fund	0	5,111,500	4,500,000	4,500,000	5,353,000	19.0%
Transfer to Infrastructure Replacement Fund	10,681,000	5,111,500	4,500,000	1,000,000	5,353,000	435.3%
Transfer from Infrastructure Replacement Fund	0	0	0	0	(5,070,000)	-
Transfer To LLD#1 (Medians & Trees)	775,000	950,000	700,000	700,000	1,190,000	70.0%
Transfer To Storm Water Program	219,274	303,052	312,000	309,000	322,000	4.2%
Other Miscellaneous Transfers	1,500,000	2,090,114	10,000,000	500,000	0	-100.0%
Total Transfers	13,175,274	13,566,166	20,012,000	7,009,000	7,148,000	2.0%
Total Miscellaneous Non-Departmental	15,619,734	19,963,985	23,152,000	8,885,000	10,070,000	13.3%
Subtotal General Fund	153,076,559	168,924,239	173,464,132	162,121,037	183,730,264	13.3%
Contingencies	-	-	1,076,000	1,500,000	500,000	-66.7%
Total General Fund	153,076,559	168,924,239	174,540,132	163,621,037	184,230,264	12.6%
Special Revenue Funds						
Affordable Housing	\$704,106	\$868,053	\$5,034,346	\$880,698	\$988,422	12.2%
Agricultural Mitigation Fee	149,893	0	0	0	0	-
Buena Vista Channel Maintenance	135,419	71,738	116,298	195,245	195,245	0.0%
Citizen's Option For Public Safety	236,881	247,072	200,000	253,937	266,106	4.8%
Community Activity Grants	0	0	0	30,000	30,000	0.0%
Community Development Block Grant	509,402	324,153	1,428,953	655,643	638,299	-2.6%
Cultural Arts Donations	29,920	29,510	122,385	122,385	131,750	7.7%
Flower Fields Grant Program	50,000	943,272	0	0	0	-
Habitat Mitigation Fee	3,637	1,115,129	0	0	0	-
Library And Arts Endowment Fund	1,493	0	6,000	6,000	6,000	0.0%
Library Gifts/Bequests	301,371	217,268	426,910	426,910	384,270	-10.0%
Lighting And Landscaping District No. 2	253,519	353,503	375,750	354,681	376,001	6.0%
Local Cable Infrastructure Fund	270,649	207,119	351,000	351,000	345,000	-1.7%
Median Maintenance	960,502	1,077,147	1,005,000	1,221,612	1,369,415	12.1%
Parking In Lieu	46,102	47,547	50,000	50,000	50,000	0.0%
Police Asset Forfeiture	25,600	122,365	65,000	316,000	170,000	-46.2%
Public Safety Grants	566,987	170,871	233,939	0	0	-
Recreation Donations	47,518	28,289	37,957	98,700	82,591	-16.3%
Rental Assistance	7,479,464	7,832,253	8,510,000	7,723,066	7,898,443	2.3%
Senior Donations	105,492	20,592	13,200	104,500	79,600	-23.8%
Street Lighting	754,086	633,162	685,000	967,581	971,246	0.4%
Street Tree Maintenance	658,389	575,205	625,000	877,810	943,555	7.5%
Tyler Court Apartments	560,568	497,143	430,000	608,388	640,987	5.4%
Total Special Revenue Funds	13,290,430	14,884,248	19,716,738	15,244,156	15,566,930	2.1%

SCHEDULE OF BUDGET EXPENDITURES

Department	2018-19 Actuals	2019-20 Actuals	2020-21 Estimated Expenditures	2020-21 Budget	2021-22 Budget	% Incr / (Decr) 20-21 Budget to 21-22 Budget
Enterprise Funds						
Water Operations	\$42,715,366	\$45,759,077	\$46,126,865	\$46,126,865	\$47,821,220	3.7%
Recycled Water Operations	9,342,838	9,687,430	10,333,658	10,583,658	10,103,790	-4.5%
Wastewater Operations	18,534,329	12,872,742	15,235,755	15,235,755	16,057,473	5.4%
Solid Waste Management	3,955,189	4,442,825	4,498,833	5,022,951	5,183,474	3.2%
Golf Course Operations	7,794,389	7,033,434	6,340,807	6,571,000	7,231,000	10.0%
Total Enterprise Funds	82,342,111	79,795,508	82,535,918	83,540,229	86,396,957	3.4%
Internal Service Funds						
Workers' Compensation	\$5,411,518	\$3,707,498	\$1,950,000	\$3,664,554	\$3,933,699	7.3%
Risk Management	2,181,589	2,508,452	3,048,468	2,684,739	3,207,702	19.5%
Self-Insured Benefits	382,552	66,103	1,834,163	1,920,163	-	-100.0%
Vehicle Maintenance	2,844,293	2,914,153	2,782,841	3,296,304	3,516,373	6.7%
Vehicle Replacement	2,067,034	3,599,851	795,000	3,779,298	4,546,033	20.3%
Information Technology	12,433,677	9,351,645	15,600,562	13,567,910	14,369,778	5.9%
Total Internal Service Funds	25,320,663	22,147,702	26,011,034	28,912,968	29,573,585	2.3%
Trust Funds						
Successor Agency Housing Fund	1,769,568	1,213,597	1,049,406	1,933,523	1,067,495	-44.8%
Total Trust Funds	1,769,568	1,213,597	1,049,406	1,933,523	1,067,495	-44.8%
Total Operating Funds	\$ 275,799,331	\$ 286,965,294	\$ 303,853,228	\$ 293,251,913	\$ 316,835,231	8.0%

PUBLIC SAFETY

The City of Carlsbad's public safety services create and maintain a safe community for all who live, work and play in our city. This important work is carried out by the dedicated men and women of the Police and Fire departments. Highly specialized divisions cover all aspects of modern law enforcement, fire prevention, response and recovery, emergency medical services, and emergency preparedness and operations.

We are proud to serve the City of Carlsbad community, working in partnership to deliver on the city mission at the highest possible level, every day.



Michael Calderwood
Fire Chief

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FireMail@carlsbadca.gov

Neil Gallucci
Chief of Police

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PUBLIC SAFETY SERVICES

Public Safety

Police

Fire

5750

CITY OF CARLSBAD
SAFETY TRAINING CENTER



PUBLIC SAFETY | FIRE DEPARTMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$12,588,773	\$13,153,994	\$14,192,450	\$16,999,835
Retirement Benefits	3,774,944	4,300,847	4,171,640	4,691,363
Health Insurance	1,294,516	1,429,979	1,699,188	2,219,351
Other Personnel Expenses	889,583	1,123,689	799,339	1,634,029
Personnel Services Subtotal	18,547,816	20,008,509	20,862,617	25,544,578
Operating Expenses				
Professional & Contract Services	1,484,350	1,580,819	1,659,080	1,794,255
Supplies & Materials	1,011,163	961,736	791,531	1,151,247
Repair & Maintenance	73,609	64,630	79,600	75,360
Interdepartmental Charges	2,363,903	2,197,374	3,169,984	3,837,054
Other Operating Expenses	294,330	282,528	225,308	240,918
Capital Outlay	242,344	524,757	385,000	878,000
Operating Expenses Subtotal	5,469,699	5,611,844	6,310,503	7,976,834
TOTAL EXPENDITURES	\$24,017,515	\$25,620,353	\$27,173,120	\$33,521,412
Full Time Positions	92.00	97.75	97.75	111.00
Hourly/FTE Positions	5.50	5.50	5.50	10.00

Account: 0012210-0012260 Fund: General

ABOUT

The Fire Department is an all-hazard first responder agency safeguarding lives, property, and the environment through 24-hour fire, rescue, marine safety, and emergency medical services. The department is separated into three bureaus: Emergency Operations, Emergency Preparedness, and Fire Prevention. Each bureau is committed to serving the community through prevention, preparation, response and recovery.

SERVICES

- Extinguish structure and wildland fires
- Deliver emergency medical services
- Perform high-risk technical search and rescues
- Organize response and support operations for natural or man-made disasters
- Deploy SWAT medics to support the Police Department and other law enforcement agencies
- Maintain year-round lifeguard services from Oak Avenue to northern city border
- Manage Emergency Operations Center (EOC) facility, staffing, equipment and supplies to ensure incident response readiness
- Disseminate public emergency notifications
- Conduct large-scale emergency evacuations
- Administer citywide preparedness training and exercises and update preparedness plans

- Coordinate Carlsbad Community Emergency Response Team volunteer program
- Lead Carlsbad Emergency Management Administrative Team
- Represent the city in Unified San Diego County Emergency Services Organization
- Co-chair Ready Carlsbad Business Alliance Committee of Carlsbad Chamber of Commerce
- Oversee Hazard Reduction Program with identification and abatement of brush fire hazards
- Review code compliance on construction plan submittals
- Complete construction inspections for new buildings and remodeling projects
- Provide code compliance inspections for schools, care facilities, hotels, motels, apartment complexes and hazardous materials handling facilities
- Investigate suspicious or large loss fires for cause and origin
- Offer Fire Explorer Program for high school and college age students
- Promote public safety outreach and education programs across all bureaus
- Engage the community using the Carlsbad Fire Department Instagram page

RECENT ACCOMPLISHMENTS

Emergency Operations

- Provided mutual aid assistance to record-breaking wildfires across the state
- Developed North Zone Technical Rescue Team with neighboring fire agencies
- Deployed SWAT medics to support civil unrest and protests
- Created civil unrest policy used by North Zone fire agencies
- Partnered with the Police Department to implement new Lagoon Safety Program
- Built and installed Lifeguard Tower 4 on North Beach
- Converted manual data collection of daily aquatic activities to electronic process
- Constructed trailer near Dove Library as temporary Fire Station 2 during rebuild phase
- Formed COVID-19 Task Force to address city personnel needs and concerns
- Joined local fire and health agencies to develop a COVID-19 vaccine distribution program
- Established point of distribution location in Carlsbad to administer COVID-19 vaccinations
- Mobilized teams to administer COVID-19 vaccinations at long term care facilities
- Replaced all EKG monitors used on standard suppression apparatus
- Purchased and outfitted new aerial ladder truck, fire engine and staff vehicles
- Submitted regional grant application to replace Very High Frequency portable radios
- Applied for CARES Act Provider Relief Funds
- Automated emergency medical services patient satisfaction survey
- Replicated servers for record management systems to advance fire incident analytics
- Streamlined online electronic application process for Fire Explorer Program
- Facilitated working group to evaluate mission, vision and values statements

Emergency Preparedness

- Conducted yearlong EOC operations in support of COVID-19 mitigation and response
- Assumed Incident Command and facilitated policy group coordination for COVID-19
- Compiled daily COVID-19 data for use by city leadership and other departments
- Distributed face masks and additional PPE supplies to community members and businesses
- Coordinated Park Fire incident response support and evacuations
- Activated EOC operations in support of severe winter weather flooding
- Developed virtual EOC capability for off-site incident response support coordination
- Updated Emergency Operations and Continuity of Operations Plans
- Represented city at regional-level natural disaster conferences

Fire Prevention

- Procured new software program to manage state-mandated annual fire inspection program
- Implemented administrative citation program to help ensure adherence to all fire codes
- Partnered with Red Cross to install and test smoke alarms in Carlsbad homes
- Transformed previous fire code webpage into new fire permit resource library
- Created various social media campaigns promoting fire safety tips

GOALS | OBJECTIVES | PRIORITIES

Emergency Operations

- Adopt best practice-based response time policy by type of risk
- Implement Standard of Cover recommendations
- Deploy two additional rescue ambulances
- Modify medical priority dispatching to help improve resource availability and response times
- Cultivate Emergency Medical Technician Program
- Convert office into bedroom at Fire Station 6
- Acquire property for new fire station
- Revise Lifeguard Policy and Procedural Manual
- Pursue United Lifesaving Association Lifeguard Program Accreditation
- Oversee ambulance service fee study
- Advance wellness programs offering physical, medical, emotional and biometric resources
- Offer specialized NFPA 1582 medical exams addressing firefighter health concerns and safety
- Upgrade regional portable radios no longer supported with parts and repairs
- Enhance situational awareness with fire station digital dashboard
- Provide online payment option for fire record requests

Emergency Preparedness

- Identify COVID-19 mitigation and response lessons learned
- Support virtual EOC capabilities for off-site incident response coordination
- Initiate EOC structural and technology upgrades
- Develop Emergency Operations Plan hazard-specific appendixes and objectives

Fire Prevention

- Expand Hazard Reduction Program to year-round proactive program
- Digitize fire prevention permits, plans and inspections for virtual access and storage
- Form Internal Arson Investigation Program
- Implement results from cost of service study
- Facilitate community-driven strategic plan to help prepare for department accreditation

Service Delivery Benchmark	CY 2017	CY 2018	CY 2019	CY 2020
Call to 1st Arrival				
Time from request for assistance until first unit on scene 90% performance goal is 07:30 minutes or less	08:48	08:50	08:53	08:38

PUBLIC SAFETY |
POLICE DEPARTMENT: SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$18,794,827	\$22,752,120	\$23,684,866	\$25,085,576
Retirement Benefits	6,292,156	7,281,652	7,027,746	7,422,002
Health Insurance	2,064,894	2,403,416	2,652,679	2,957,287
Other Personnel Expenses	1,493,533	1,954,328	1,505,739	3,087,379
Personnel Services Subtotal	28,645,410	34,391,516	34,871,030	38,552,244
Operating Expenses				
Professional & Contract Services	2,091,636	1,882,137	2,365,997	2,308,538
Supplies & Materials	1,449,527	817,644	541,333	495,523
Repair & Maintenance	167,402	223,380	239,059	291,920
Interdepartmental Charges	5,595,529	6,648,956	6,687,982	7,730,391
Other Operating Expenses	597,059	523,438	457,993	451,143
Capital Outlay	1,292,453	894,837	0	3,150
Operating Expenses Subtotal	11,193,606	10,990,392	10,292,364	11,280,665
TOTAL EXPENDITURES	\$39,839,016	\$45,381,908	\$45,163,394	\$49,832,909
General Fund	\$39,009,548	\$44,841,600	\$44,593,457	\$49,396,803
Special Revenue Fund	829,468	540,308	569,937	436,106
TOTAL FUNDING	\$39,839,016	\$ 45,381,908	\$ 45,163,394	\$ 49,832,909
Full Time Positions	170.00	184.00	187.00	187.00
Hourly/FTE Positions	2.00	2.00	2.00	2.00

PUBLIC SAFETY |
POLICE DEPARTMENT: ADMINISTRATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$566,748	\$821,721	\$548,832	\$784,994
Retirement Benefits	180,698	220,721	202,369	248,162
Health Insurance	52,288	67,641	55,987	83,327
Other Personnel Expenses	45,856	60,964	39,329	100,331
Personnel Services Subtotal	845,590	1,171,047	846,517	1,216,814
Operating Expenses				
Professional & Contract Services	1,066,872	989,252	1,005,741	1,005,741
Supplies & Materials	66,152	53,123	42,800	42,800
Repair & Maintenance	143	10,812	9,540	9,540
Interdepartmental Charges	3,293,977	3,980,129	3,803,103	3,963,301
Other Operating Expenses	288,879	296,796	277,050	269,050
Capital Outlay	566,481	387,738	0	0
Operating Expenses Subtotal	5,282,504	5,717,850	5,138,234	5,290,432
TOTAL EXPENDITURES	\$6,128,094	\$6,888,897	\$5,984,751	\$6,507,246
Full Time Positions	5.00	6.00	5.00	6.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
	<i>Account: 0012110</i>		<i>Fund: General</i>	
	<i>0012122</i>			

ABOUT

The division includes personnel who 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 and establish policies and long-range plans to meet department goals and city needs.

SERVICES

- Develop and manage programs that reduce crime, encourage citizen participation, and improve community safety
- Assist staff with individual and group development
- Provide support to divisions to assist with meeting goals

RECENT ACCOMPLISHMENTS

- Beginning stages of building remodel for the Police & Fire Headquarters
- Implementation of crisis management training departmentwide
- Participated in police oversight discussion with Communications & Engagement Department

GOALS | OBJECTIVES | PRIORITIES

- Respond to increasing demands with population growth and new dwellings in the city
- Enhance information technology to improve service levels and increase efficiency
- Collaborate with other departments, cities, agencies, and community groups
- Innovate using technology to provide the most efficient and effective service
- Use social media to engage the community

PUBLIC SAFETY |
POLICE DEPARTMENT: FIELD OPERATIONS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$10,265,590	\$12,465,034	\$13,117,430	\$14,026,507
Retirement Benefits	3,669,292	4,363,257	4,092,542	4,367,113
Health Insurance	1,115,760	1,282,302	1,426,334	1,650,258
Other Personnel Expenses	814,781	1,067,474	815,795	1,661,386
Personnel Services Subtotal	15,865,423	19,178,067	19,452,101	21,705,264
Operating Expenses				
Professional & Contract Services	562,647	383,518	441,562	452,713
Supplies & Materials	463,771	285,787	136,715	145,870
Repair & Maintenance	27,886	21,700	21,500	21,500
Interdepartmental Charges	1,727,007	2,020,193	2,181,479	2,994,818
Other Operating Expenses	131,217	120,622	98,600	101,750
Capital Outlay	175,460	492,153	0	3,150
Operating Expenses Subtotal	3,087,988	3,323,973	2,879,856	3,719,801
TOTAL EXPENDITURES	\$18,953,411	\$22,502,040	\$22,331,957	\$25,425,065
Full Time Positions	95.00	97.00	102.50	102.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012115-2121 Fund: General
0012123-2125

ABOUT

The Field Operations Division includes patrol, traffic, canines, lagoon patrol, and police rangers. The Police Department compares its average response time to different priority level 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 5.2 minutes.

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 2020, Carlsbad's violent crime rate was 1.94 per 1,000 population and the property crime rate was 15.95 per 1,000 population. The county average for violent crime is 3.43 and for property crime is 14.50.

SERVICES

- Respond to calls for emergency and non-emergency services
- Provide emergency services, preventative patrol, traffic enforcement and special enforcement in the community
- Take reports including crime, arrest, collision, incident, citation and field interviews

- Enforce laws and ordinances, preserve the peace, and provide for the protection of life and property through proactive programs of enforcement and prevention

Police Activity	CY2016	CY2017	CY2018	CY2019	CY2020
Police Activities/Calls for Service	84,858	90,760	99,562	112,323	110,448
Number of Cases	8,884	8,643	8,705	8,774	8,222
9-1-1 Calls	27,410	29,144	32,509	33,061	31,642
Total Phone Calls	145,944	149,715	156,488	157,587	162,055

RECENT ACCOMPLISHMENTS

- Reduced response time for Priority 1 calls from 5.50 to 5.20 minutes
- Average response time
 - Priority 1: 5.2 minutes
 - Priority 2: 15.35 minutes
 - Priority 3: 21.95 minutes

GOALS | OBJECTIVES | PRIORITIES

- Utilize new and existing resources to address complaints and quality of life issues
- Address traffic complaints for the city’s special events and partner with outside agencies to increase security and awareness
- Continue to work on department’s technology foundation to be more effective and efficient, acquire more timely and accurate data, and support a data-driven approach to policing
- Develop and implement a new computer aided dispatch system, including integration with current and new systems, for effective interoperability
- Continue to respond to all COVID-19 calls for service, referrals from SD211 and department emails
- Continue converting the patrol fleet to hybrid vehicles to reduce the carbon footprint

PUBLIC SAFETY |
POLICE DEPARTMENT: SUPPORT OPERATIONS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$7,397,833	\$8,770,923	\$9,122,559	\$9,533,473
Retirement Benefits	2,226,183	2,484,212	2,508,891	2,610,156
Health Insurance	852,256	1,006,231	1,076,865	1,143,242
Other Personnel Expenses	580,590	760,993	594,225	1,228,424
Personnel Services Subtotal	11,056,862	13,022,359	13,302,540	14,515,295
Operating Expenses				
Professional & Contract Services	341,137	333,919	690,794	704,084
Supplies & Materials	311,428	188,682	117,900	117,935
Repair & Maintenance	97,563	152,667	157,294	210,155
Interdepartmental Charges	553,978	627,478	667,340	739,416
Other Operating Expenses	125,518	89,170	46,300	44,300
Capital Outlay	15,964	9,538	0	0
Operating Expenses Subtotal	1,445,588	1,401,454	1,679,628	1,815,890
TOTAL EXPENDITURES	\$12,502,450	\$14,423,813	\$14,982,168	\$16,331,185
Full Time Positions	65.00	77.00	73.50	74.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0012126-2138 Fund: General
0012142-2145

ABOUT

The Support Operations Division includes the Crime Suppression Team, Homeless Outreach Team, SWAT Team, Crisis Negotiation Team, Investigations Division, Family Services, Communications, and Records.

SERVICES

- Provide public safety communication including answering 9-1-1 and other calls and dispatching appropriate emergency personnel
- Provide follow-up investigations leading to the identification and apprehension of persons responsible for the commission of crimes
- Collect and process evidence collected in the field by police employees
- Provide support to divisions to assist with meeting goals
- Assist in the preservation of all life and ensure a safe resolution to critical incidents
- Investigate and follow up on crime and incident reports as they relate to the family
- Assist in the coordination of diversion, prevention, and education activities

	CY2016	CY2017	CY2018	CY2019	CY2020
Violent Crime Clearance Rate	55%	48%	46%	58%	61%
Property Crime Clearance Rate	15%	10%	11%	12%	11%

RECENT ACCOMPLISHMENTS

- Responded to 4,597 transient-related calls for service
- Recovered 132 stolen vehicles through the use of automated license plate readers
- Decreased Part I Crimes by 11% from 2019

GOALS | OBJECTIVES | PRIORITIES

- Reduce the homeless unsheltered population in line with City Council goals

PUBLIC SAFETY |
POLICE DEPARTMENT: PROFESSIONAL SERVICES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$445,218	\$503,843	\$761,390	\$605,257
Retirement Benefits	179,860	176,752	187,405	159,444
Health Insurance	37,586	40,062	82,746	67,863
Other Personnel Expenses	50,208	53,656	48,154	80,661
Personnel Services Subtotal	712,872	774,313	1,079,695	913,225
Operating Expenses				
Professional & Contract Services	120,637	115,827	76,900	86,000
Supplies & Materials	507,345	95,531	73,918	73,918
Repair & Maintenance	0	6,701	5,725	5,725
Interdepartmental Charges	20,567	17,628	32,300	28,396
Other Operating Expenses	28,011	16,850	26,043	26,043
Capital Outlay	3,683	0	0	0
Operating Expenses Subtotal	680,243	252,537	214,886	220,082
TOTAL EXPENDITURES	\$1,393,115	\$1,026,850	\$1,294,581	\$1,133,307
Full Time Positions	4.00	3.00	5.00	4.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0012140 Fund: General

ABOUT

The Professional Services Division supports the Police Department in the form of training, internal affairs, professional standards, and personnel recruitment and hiring.

SERVICES

- Recruit new employees, organize testing programs, and conduct Police Officer Standards and Training and mandated pre-employment investigations
- Establish, maintain and enforce department professional standards and coordinate all department training
- Investigate citizen complaints
- Provide information to the media 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

RECENT ACCOMPLISHMENTS

- Implemented new software through the LEFTA/Pass program to track Racial and Identity Profiling Act data as well as Internal Affairs investigations and background checks
- Digitized all paper files within the Professional Standards Bureau
- Created a web-based system for documenting vehicle damages and pursuits

PUBLIC SAFETY |

POLICE DEPARTMENT: POLICE GRANTS AND ASSET FORFEITURE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$119,438	\$190,599	\$134,655	\$135,345
Retirement Benefits	36,123	36,710	36,539	37,127
Health Insurance	7,004	7,180	10,747	12,597
Other Personnel Expenses	2,098	11,241	8,236	16,577
Personnel Services Subtotal	164,663	245,730	190,177	201,646
Operating Expenses				
Professional & Contract Services	343	59,621	151,000	60,000
Supplies & Materials	100,818	194,521	170,000	115,000
Repair & Maintenance	25,600	31,500	45,000	45,000
Interdepartmental Charges	0	3,528	3,760	4,460
Other Operating Expenses	11,000	0	10,000	10,000
Capital Outlay	527,044	5,408	0	0
Operating Expenses Subtotal	664,805	294,578	379,760	234,460
TOTAL EXPENDITURES	\$829,468	\$540,308	\$569,937	\$436,106
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00
	<i>Account: 121-122</i>	<i>Fund: Special Revenue-Asset Forfeiture</i>		
	<i>123</i>	<i>Special Revenue-COPS Fund</i>		
	<i>124</i>	<i>Special Revenue-Public Safety Grants</i>		

ABOUT

Police grants include federal and state asset forfeiture, the Citizens Option for Public Safety, the Justice Assistance Grant, and the Urban Areas Security Initiatives Program.

SERVICES

- Grants are used to purchase police equipment, supplement staffing costs, and assist with training

RECENT ACCOMPLISHMENTS

- Used the Citizens Option for Public Safety grant to fund one full-time sworn officer position
- Received \$47,395 from the Coronavirus Emergency Supplemental Funding Program for fiscal year 2020-21 which was used to pay for cleaning supplies, personal protective equipment, and disinfecting services

GOALS | OBJECTIVES | PRIORITIES

- Continue to seek grant funding for necessary equipment

PUBLIC WORKS

Public Works is responsible for planning, providing and maintaining the infrastructure that supports a high quality of life in the City of Carlsbad. From buildings and vehicles, to roads and habitat, to safe, reliable water supplies and more — Public Works oversees responsible and sustainable management practices for a wide variety of city assets.

This includes administration of the Capital Improvement Program, a 15-year plan that encompasses road and traffic improvements; storm drain systems; major facilities maintenance, repairs and renovation; water and wastewater infrastructure; construction of civic buildings and other infrastructure projects. Public Works plays a key role in promoting environmental sustainability, enhancing transportation options and protecting public health and safety.

Paz Gomez
Deputy City Manager, Public Works

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PUBLIC WORKS BRANCH

Public Works

Administration

Facilities & Fleet

Environmental Management

Transportation

Construction Management & Inspection

Utilities



PUBLIC WORKS | SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$12,663,723	\$14,257,738	\$15,543,730	\$16,495,181
Retirement Benefits	4,404,267	3,306,444	3,555,930	3,692,533
Health Insurance	2,221,274	2,278,327	2,572,810	2,917,899
Other Personnel Expenses	683,625	702,888	493,643	696,638
Personnel Services Subtotal	19,972,889	20,545,397	22,166,113	23,802,251
Operating Expenses				
Professional & Contract Services	20,236,195	16,420,987	20,129,180	21,181,101
Supplies & Materials	27,789,091	28,895,427	31,658,666	33,767,518
Repair & Maintenance	2,681,430	2,794,162	3,663,909	3,776,867
Interdepartmental Charges	7,228,979	7,955,125	8,183,631	9,537,443
Other Operating Expenses	17,160,311	18,567,319	14,739,243	13,384,410
Capital Outlay	2,388,158	3,796,078	3,834,298	4,547,168
Operating Expenses Subtotal	77,484,164	78,429,098	82,208,927	86,194,507
TOTAL EXPENDITURES	\$97,457,053	\$98,974,495	\$104,375,040	\$109,996,758
TOTAL FUNDING				
General Fund	\$16,808,878	\$18,592,467	\$18,762,702	\$21,175,903
Enterprise Fund	74,547,722	72,762,074	76,969,229	79,165,957
Internal Service Fund	4,911,327	6,514,004	7,075,602	8,062,406
Special Revenue Fund	1,189,126	1,105,950	1,567,507	1,592,492
TOTAL FUNDING	\$97,457,053	\$98,974,495	\$104,375,040	\$109,996,758
Full Time Positions	166.75	172.75	172.75	177.75
Hourly/FTE Positions	15.50	15.00	15.00	13.69

PUBLIC WORKS | ADMINISTRATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$756,799	\$869,253	\$900,061	\$961,907
Retirement Benefits	270,303	192,616	204,459	212,352
Health Insurance	95,929	93,826	107,431	111,713
Other Personnel Expenses	47,042	40,863	27,042	35,412
Personnel Services Subtotal	1,170,073	1,196,558	1,238,993	1,321,384
Operating Expenses				
Professional & Contract Services	66,240	224,989	243,078	243,078
Supplies & Materials	48,330	33,999	42,139	42,139
Repair & Maintenance	54,831	43,340	61,087	61,087
Interdepartmental Charges	229,557	234,074	177,901	250,925
Other Operating Expenses	52,531	35,653	23,000	23,000
Capital Outlay	5,283	0	0	0
Operating Expenses Subtotal	456,772	572,055	547,205	620,229
TOTAL EXPENDITURES	\$1,626,845	\$1,768,613	\$1,786,198	\$1,941,613
Full Time Positions	7.65	7.60	7.85	7.85
Hourly/FTE Positions	1.00	1.00	1.00	1.50

Account: 0018310

Fund: General

ABOUT

Public Works Administration provides leadership and strategic vision for the entire Public Works Branch, which is comprised of Construction Management & Inspection, Fleet & Facilities, Environmental Management, Transportation and Utilities. It provides administrative support services with a focus on strategic alignment to the Carlsbad Community Vision and City Council goals.

SERVICES

Functional areas include leadership and management support, operating budget oversight, CIP oversight, business systems and technology support, outreach and community engagement, contract administration, and records management.

RECENT ACCOMPLISHMENTS

- Transitioned to a new software provider for the Carlsbad Connects app, which replaced the former @YourService app, an application in which the public and city departments can submit requests for public works services
- Improved effectiveness and access to online analytics for departments to better manage workload, assets and costs using the Tableau server, in partnership with Innovation & Economic Development

- Developed and implemented a new system to track treatment control best management practices inspections in compliance with stormwater regulations, in coordination with the Information Technology Department
- Updated emergency procurement procedures and implemented new contract templates to facilitate use of federal funding
- Provided administrative support for the Park Fire emergency remediation response reporting to the County of San Diego and State of California Office of Emergency Services
- Managed communications and outreach activities in support of COVID-19 response as well as several major CIP projects, such as the Village and Barrio Traffic Circles, citywide water and recycled water valve replacement program, Recycled Water D-4 Reservoir, Maerkle Reservoir floating cover replacement, and El Camino Real improvements
- Received three awards from the San Diego and Imperial Counties Chapter of the American Public Works Association, for the State Street Drainage Project, Maerkle Reservoir Cover Replacement and Park Fire Response Team

GOALS | OBJECTIVES | PRIORITIES

- Engage in the planning, design and implementation of an enterprise asset management system
- Engage in the planning, design and implementation of a citywide portfolio project management system, including CIP project management
- Continue to develop and operationalize formal consultant and contractor performance evaluation processes
- Continue to update the city's Engineering Manual and other relevant engineering standards
- Continue implementing a strategy to digitize all Public Works records per the city's records retention schedule
- Continue to develop and implement communications and outreach plans to support design and construction of CIP projects
- Continue to focus on employee coaching, development and training for staff at all levels throughout the department

PUBLIC WORKS | CONSTRUCTION MANAGEMENT & INSPECTION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,455,678	\$1,616,877	\$1,530,892	\$1,540,617
Retirement Benefits	406,788	363,304	382,482	354,060
Health Insurance	198,362	206,541	233,217	253,932
Other Personnel Expenses	73,459	76,561	47,507	60,268
Personnel Services Subtotal	2,134,287	2,263,283	2,194,098	2,208,877
Operating Expenses				
Professional & Contract Services	48,518	236,426	323,519	323,519
Supplies & Materials	22,219	21,498	51,732	51,732
Repair & Maintenance	3,447	1,713	6,314	6,314
Interdepartmental Charges	319,284	397,784	303,980	385,963
Other Operating Expenses	45,301	23,186	14,260	14,260
Capital Outlay	2,542	619	0	0
Operating Expenses Subtotal	441,311	681,226	699,805	781,788
TOTAL EXPENDITURES	\$2,575,598	\$2,944,509	\$2,893,903	\$2,990,665
Full Time Positions	15.40	17.70	15.20	15.20
Hourly/FTE Positions	1.00	1.00	1.00	0.50

Account: 00185XX

Fund: General

ABOUT

Construction Management & Inspection ensures safe construction of Capital Improvement Program and private development projects in compliance with legal, regulatory and contractual requirements.

SERVICES

This department manages construction of CIP projects and public works contracts for all city asset managing departments, inspection and oversight of private development grading, stormwater and improvements inspection and oversight of all activity in the public right-of-way.

RECENT ACCOMPLISHMENTS

- Implemented COVID-19 safety measures to allow all inspectors and project managers to operate remotely or semi-remotely while still providing a full range of essential construction management and inspection services
- Developed and implemented a comprehensive inspection tracking and data management system following treatment control best management practices
- Provided construction management services on several high-profile CIP projects including: exterior improvements at City Hall; Palomar Airport Road widening at Paseo del Norte; Highland Drive and Chinquapin Avenue sewer main replacement; and various traffic calming projects

- Coordinated inspection services with the City of Vista for the Buena Sewer Outfall Improvements Project
- Provided construction inspection services for private development projects such as the Poinsettia 61 housing development, which included road gap closure of Poinsettia Lane, and ensured safe work in the right-of-way for 5G communications infrastructure installation throughout the city
- Maintained stormwater compliance through training, education, outreach and enforcement actions resulting in zero construction-related notices of violation from the Regional Water Quality Control Board to date

GOALS | OBJECTIVES | PRIORITIES

- Continue to provide construction management services for high-profile parks, transportation, water, sewer and storm drain infrastructure projects
- Continue to partner with the City Attorney's Office and contract administration and engineering staff to comprehensively update the city's standard public works contract and engineering standards to align with the latest edition of the Standard Specifications for Public Works Construction, the 2021 Greenbook
- Continue to partner with the City Attorney's Office on development of a contractor performance evaluation process to improve accountability during construction of a public works project
- Complete an update of stormwater inspections and compliance procedures
- Continue to develop and implement a certified in-house Qualified Storm Water Pollution Prevention Plan Developer and Practitioner Program for eligible city staff
- Continue to leverage project management tools and processes to improve efficiency and effectiveness within the department

PUBLIC WORKS |
ENVIRONMENTAL MANAGEMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$244,533	\$291,260	\$316,820	\$305,009
Retirement Benefits	72,185	68,038	69,813	68,734
Health Insurance	32,642	31,793	35,491	38,654
Other Personnel Expenses	9,130	10,134	9,580	11,954
Personnel Services Subtotal	358,490	401,225	431,704	424,351
Operating Expenses				
Professional & Contract Services	264,365	292,711	306,950	751,738
Supplies & Materials	4,756	11,832	5,617	11,807
Repair & Maintenance	20	22	50	50
Interdepartmental Charges	33,134	41,114	58,222	87,011
Other Operating Expenses	8,946	11,948	6,403	7,268
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	311,221	357,627	377,242	857,874
TOTAL EXPENDITURES	\$669,711	\$758,852	\$808,946	\$1,282,225
Full Time Positions	2.55	2.55	2.65	2.65
Hourly/FTE Positions	0.50	0.50	0.50	0.50
<i>Account: 0015110</i>		<i>Fund: General</i>		
<i>0015130</i>				

ABOUT

The General Fund portion of the Environmental Management Department budget includes the Climate Action Plan Division, Habitat Management Plan Division, and coordination of the municipal component of the National Pollutant Discharge Elimination System Municipal Stormwater Permit. These programs integrate components of the Environmental and Sustainability Guiding Principles and support the Carlsbad Community Vision areas of open space and the natural environment, sustainability and access to recreation and active, healthy lifestyles.

The Climate Action Plan was approved by the City Council in September 2015 with approval of the General Plan update and amended in May 2020 to include Community Choice Energy. It contains various measures that are intended to reduce greenhouse gas emissions within Carlsbad in accordance with California emissions reduction targets. Each measure has specific actions the city needs to complete, such as implementing ordinances, preparing and implementing plans, and conducting public outreach and stakeholder involvement.

The final Habitat Management Plan was adopted in November 2004. By providing a regulatory structure that addresses environmental impacts and guidelines pertaining to long-term habitat management, the plan protects the city's natural resources while allowing compatible economic growth through establishment of a citywide preserve system.

The municipal component of the stormwater permit requires the city to inventory municipal facilities, implement best management practices, conduct inspections of municipal facilities, provide outreach and training to city staff, and report on these activities in an annual report submitted to the San Diego Regional Water Quality Control Board.

SERVICES

Climate Action Plan

- Coordinate and oversee CAP implementation through an interdepartmental matrix team
- Collect CAP implementation monitoring data and prepare an annual report
- Coordinate preparation of a community-wide greenhouse gas inventory and forecast on a biennial basis
- Perform outreach and education related to CAP activities and respond to public inquiries
- Oversee and coordinate implementation of the Home Energy Score Assessment program and Carlsbad Green Business Network
- Participate in regional groups such as SANDAG Regional Energy Working Group, San Diego Regional Climate Collaborative, Climate Science Alliance and North Coast Energy Action Collaborative
- Research and monitor upcoming regulations and activities related to energy initiatives
- Monitor regional climate change preparedness activities
- Coordinate and provide training opportunities

Habitat Management Plan

- Provide leadership and citywide coordination to ensure compliance with Habitat Management Plan regulations
- Coordinate with the Planning Division on private development projects
- Coordinate with various city departments on CIP projects
- Serve as liaison between city staff and regulatory agencies
- Oversee preserve managers to ensure Habitat Management Plan-compliant biological management, monitoring and reporting
- Protect threatened and endangered species, such as the coastal California gnatcatcher, Least Bell's vireo and vernal pool species, by providing targeted monitoring and management
- Evaluate and enhance wildlife movement throughout the Habitat Management Plan's preserve system and coordinate with partners to enhance regional wildlife movement
- Implement educational outreach and a volunteer program to engage the community and promote an understanding of habitat conservation and land stewardship
- Lead the city's Ward's weed eradication, surveillance and habitat restoration program
- Participate regionally in SANDAG's Environmental Mitigation Program Working Group and San Diego Management and Monitoring Program

Municipal Storm Water Permit

- Support compliance activities related to municipal facilities including inventory, contract administration for inspections, training, stormwater pollution prevention plans

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
- Coordinate and participate in climate adaptation projects, such as the Batiquitos Lagoon Resiliency Plan and Safety and Service Center Microgrid Feasibility Study, to support sustainability of natural and community resources

RECENT ACCOMPLISHMENTS

- Completed Phase 1 of the city's Ward's weed eradication program and initiated Phase 2, which includes surveillance and maintenance
- Fulfilled the HMP Gnatcatcher Core Area credit requirement with the purchase of the remaining 12.9 acres
- Purchased 15.1-acre Aura Circle property for inclusion into the HMP preserve system
- Served on the Technical Advisory Group for the Connecting Wildlands and Communities Project and Environmental Mitigation Program Working Group for SANDAG
- Conducted required stormwater inspections at municipal facilities
- Trained staff from various departments and divisions related to the Municipal Stormwater Permit
- Facilitated data collection from city departments to complete the Jurisdictional Runoff Management Plan Annual Report
- Launched the State Coastal Conservancy Climate Ready Grant South Carlsbad Boulevard Climate Adaptation Project
- Presented about CAP implementation at various public meetings including Local Government Sustainable Energy Coalition's statewide forum, Statewide Energy Efficiency Collaboration Forum, and Association of Environmental Professionals Statewide conference
- Registered seven businesses in the Carlsbad Green Business Network
- Joined the California Green Business Network Board of Directors
- Continued coordinating the CAP interdepartmental implementation team and provided assistance for their respective CAP implementation responsibilities
- Partnered with Carlsbad Chamber of Commerce Green Business Committee to encourage sustainability initiatives in local businesses

GOALS | OBJECTIVES | PRIORITIES

- Implement inspection program to identify potential threats to native species and habitats
- Coordinate with local and regional stakeholders to monitor, manage and conduct outreach for shot hole borer and Ward's weed, which are the highest priority threats to the HMP preserve system
- Expand volunteer program to protect high priority species and habitats in unmanaged preserve areas
- Continue implementing wildlife movement program to evaluate and enhance wildlife movement throughout the city
- Participate in regional collaborations, such as the San Diego Management and Monitoring Program, Connecting Wildlands and Communities, and SANDAG's Environmental Mitigation Program

- Maintain collaborative relationships with the U.S. Fish and Wildlife Service, California Department of Fish and Wildlife and California Coastal Commission staff to ensure solutions-oriented Habitat Management Plan implementation
- Work with city staff to ensure that projects are implemented in a manner consistent with the Habitat Management Plan
- Improve implementation of municipal stormwater activities citywide with assistance from Municipal Stormwater Permit contractor
- Work with municipal facility inspection contractor to complete all required inspections
- Initiate a comprehensive CAP update
- Assist the Planning Division with incorporation of climate adaptation strategies in the General Plan Safety Element update
- Work with city staff and Scripps Institute of Oceanography to implement the State Coastal Conservancy grant-funded South Carlsbad Boulevard Climate Adaptation Project
- Coordinate with Public Works Branch – Fleet & Facilities Department to pursue outside grant funding for employee and public electric vehicle charging stations at city facilities
- Maintain participation in San Diego Regional Climate Collaborative by serving as an Advisory Board member
- Maintain state level awareness and presence by serving on the Alliance of Regional Collaboratives for Climate Adaptation Executive Committee and the California Green Business Network Board of Directors
- Continue to research grant funding opportunities

PUBLIC WORKS |

ENVIRONMENTAL MANAGEMENT: SUSTAINABLE MATERIALS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$157,809	\$228,125	\$267,013	\$277,837
Retirement Benefits	42,696	46,319	65,346	61,719
Health Insurance	20,708	27,028	37,228	40,560
Other Personnel Expenses	6,277	7,919	8,553	11,340
Personnel Services Subtotal	227,490	309,391	378,140	391,456
Operating Expenses				
Professional & Contract Services	548,861	520,799	834,447	834,447
Supplies & Materials	60,266	152,884	34,472	35,013
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	108,575	115,212	136,411	217,584
Other Operating Expenses	18,533	-11,409	3,433	3,833
Capital Outlay	32,050	0	0	0
Operating Expenses Subtotal	768,285	777,486	1,008,763	1,090,877
TOTAL EXPENDITURES	\$995,775	\$1,086,877	\$1,386,903	\$1,482,333
Full Time Positions	1.80	2.80	2.80	2.80
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 520XXXX Fund: Enterprise

ABOUT

This budget includes oversight and coordination of the city’s Sustainable Materials Management Division. Consistent with the General Plan, this division coordinates the citywide waste reduction and recycling program to maintain compliance with the numerous state regulations related to diversion and disposal of solid waste.

The Sustainable Materials Management Division staff oversee the franchise agreement for waste hauling and recycling services, Palomar Transfer Station agreement for disposal services, composting service contract, various waste reduction and diversion outreach and education contracts, and household hazardous waste service contracts.

SERVICES

- Represent the city at meetings with the State of California's Department of Resources Recycling and Recovery, businesses, residents, regional partners and other stakeholders
- Work with city staff to improve the city’s municipal waste reduction, recycling and waste diversion program
- Prepare state and county grant applications with the City Council’s approval, appropriate funds, implement grant activities, track expenses and submit reports

- Coordinate outreach and education targeted at increasing recycling for residents, businesses, municipal employees and the public
- Coordinate annual Earth Month and Earth Day celebration events promoting waste diversion and recycling, including Household Hazardous Waste, composting, and beach cleanup
- Conduct annual rate analysis to determine cost-effective practices
- Prepare and submit required annual recycling, composting, and disposal reports to CalRecycle as required by SB 1016
- Participate in regional activities with SANDAG Solid Waste Technical Advisory Committee
- Research and actively promote innovative methods to engage businesses and residents to decrease waste and increase recycling

RECENT ACCOMPLISHMENTS

- Initiated development of a Sustainable Materials Management Implementation Plan
- Worked collaboratively with the Carlsbad Unified School District to assess and improve waste diversion and recycling practices at all elementary schools
- Developed effective contract management monitoring measures with new contractors, ensuring accountability and best value for contracted services
- Held the 14th annual grant-funded household hazardous waste event 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
- Reviewed special event applications for compliance with recycling and trash best practices

GOALS | OBJECTIVES | PRIORITIES

- Adopt a Sustainable Materials Management Implementation Plan that engages all city departments in waste reduction and recycling best practices
- Review, prioritize and implement improvements needed based on feedback from CalRecycle in the mandatory commercial recycling and construction/demolition recycling programs
- Plan, prepare and arrange for a seamless transition to a new franchise hauler for solid waste collection, disposal and recycling processing, which will become effective on July 1, 2022
- Provide outreach and implement a new solid waste collection program for food waste for residential and commercial customers
- Monitor newly negotiated waste diversion and recycling programs at Palomar Transfer Station targeting self-haulers
- Increase waste diversion in the commercial sector by implementing outreach to targeted high trash generating businesses with low diversion rates
- Work with the Building Division, Palomar Transfer Station and Waste Management to increase outreach to construction companies to improve diversion levels of construction and demolition material
- Continue tracking disposal rate (pounds per person per day) to verify accuracy and/or adjustments needed

PUBLIC WORKS |

ENVIRONMENTAL MANAGEMENT: WATERSHED PROTECTION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$406,309	\$531,641	\$550,304	\$564,090
Retirement Benefits	117,475	113,251	121,134	131,943
Health Insurance	73,406	88,546	93,689	103,757
Other Personnel Expenses	18,544	20,444	17,956	23,627
Personnel Services Subtotal	615,734	753,882	783,083	823,417
Operating Expenses				
Professional & Contract Services	274,649	496,406	509,514	593,094
Supplies & Materials	4,337	4,821	20,041	18,841
Repair & Maintenance	263	10	530	530
Interdepartmental Charges	320,727	342,693	358,758	405,904
Other Operating Expenses	14,229	13,125	8,820	10,020
Capital Outlay	5,085	0	0	0
Operating Expenses Subtotal	619,290	857,055	897,663	1,028,389
TOTAL EXPENDITURES	\$1,235,024	\$1,610,937	\$1,680,746	\$1,851,806
Full Time Positions	5.25	5.70	6.50	6.50
Hourly/FTE Positions	0.50	0.50	0.50	0.50

Account: 5215110 Fund: Enterprise

ABOUT

This budget includes leadership and stewardship of the city’s resources, specifically protecting our creeks, lagoons and ocean. The Environmental Management Department, Watershed Protection Division coordinates the citywide watershed protection program and helps the city maintain compliance with the National Pollutant Discharge Elimination System Municipal Stormwater Permit issued by the San Diego Regional Water Quality Control Board Regional Board.

SERVICES

- Participate with neighboring cities in the Carlsbad Watershed as the Principal Co-permittee, serving as a liaison with the Regional Board, ensuring submittal of annual reports and participating in the San Diego County Co-permittees Regional Program Planning Committee
- Represent the city at meetings with the EPA, Regional Board, San Diego County Co-permittees, Carlsbad Watershed, environmental nonprofit groups and other stakeholders
- Implement a monitoring program to evaluate Municipal Separate Storm Sewer System or MS4 discharges, including receiving water monitoring, MS4 outfall discharge monitoring, sediment quality monitoring and various special studies
- Implement a public outreach program to promote behavior changes that reduce the discharge of pollutants into the MS4 and protect water quality in our receiving waters

- Assess businesses to ensure the use of proper best management practices and pollution prevention activities, prevent discharges into the MS4, and protect receiving waters; this may require follow-up visits, targeted education or enforcement
- Conduct Illicit discharge detection and elimination into the MS4 as required by the Municipal Stormwater Permit, including responding to and investigating potential illicit discharges in the city, performing field screening at major outfalls, and managing a public hotline
- Compile the annual Jurisdictional Runoff Management Program report and prepare new program documents at the beginning of each Municipal Stormwater Permit cycle
- Management & Inspection, Transportation, Fleet & Facilities and Utilities Departments.
- Conduct Total Maximum Daily Load regulation management to assess Section 303(d) impaired water bodies for availability and accuracy of water quality data
- Act as the lead division for planning and implementation of the statewide trash amendments and incorporate them into the next Municipal Stormwater Permit

RECENT ACCOMPLISHMENTS

- Worked inter-departmentally to implement the Municipal Stormwater Permit
- Managed the contract for a watershed coordinator to assist the watershed agencies with updating and implementing the Water Quality Improvement Plan and report to optimize the watershed's compliance with the Municipal Stormwater Permit
- Submitted the Carlsbad Watershed Management Area Water Quality Improvement Plan and the Jurisdictional Urban Runoff Management Plan Annual Reports to the Regional Board
- Worked inter-departmentally to coordinate on Trash Amendments implementation
- Continued San Marcos Hydrologic Area participation in the Beaches and Creeks Bacteria Total Maximum Daily Load
- Revised divisional plans to better define and monitor program performance and costs
- Worked inter-departmentally to update the Jurisdictional Runoff Management Program to direct implementation of strategies developed in the Water Quality Improvement Plan
- Participated virtually in Creek to Bay Cleanup, Coastal Cleanup Day and other outreach and education activities within the City of Carlsbad and regionally
- Continued a Litter Removal Pilot study to assess the litter accumulation rates in various areas to help inform future enhancements to the litter removal programs

GOALS | OBJECTIVES | PRIORITIES

- Support residents' quality of life by responsibly managing environmental resources
- Implement all required strategies and numeric goals of the Water Quality Improvement Plan
- Incorporate innovative methods to implement the city's Jurisdictional Runoff Management Program in conjunction with the Carlsbad Watershed Water Quality Improvement Plan and submit required reports to the Regional Board
- Plan for implementation of the revised Municipal Stormwater Permit which will include new requirements to control trash
- Conduct all existing development inspections and water quality monitoring required by the Municipal Stormwater Permit
- Continue to improve business processes within the EnerGov system and create streamlined reporting tools to allow more efficient access to data
- In coordination with the City of Vista and the County of San Diego, implement additional water quality monitoring of the Agua Hedionda Lagoon, as required by the Regional Board

PUBLIC WORKS | FACILITIES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget												
Personnel Services																
Salaries & Wages	\$1,476,900	\$1,675,451	\$1,957,261	\$2,000,062												
Retirement Benefits	350,449	347,710	379,577	410,206												
Health Insurance	212,338	271,227	327,501	416,216												
Other Personnel Expenses	73,822	81,643	63,014	88,341												
Personnel Services Subtotal	2,113,509	2,376,031	2,727,353	2,914,825												
Operating Expenses																
Professional & Contract Services	1,017,489	1,159,427	887,115	887,115												
Supplies & Materials	580,957	660,540	692,340	689,973												
Repair & Maintenance	617,759	606,276	841,467	1,117,575												
Interdepartmental Charges	286,423	331,450	391,341	600,750												
Other Operating Expenses	358,207	356,117	373,067	394,561												
Capital Outlay	130,723	94,949	0	1,135												
Operating Expenses Subtotal	2,991,558	3,208,759	3,185,330	3,691,109												
TOTAL EXPENDITURES	\$5,105,067	\$5,584,790	\$5,912,683	\$6,605,934												
Funding																
General Fund	\$5,058,965	\$5,537,243	\$5,862,683	\$6,555,934												
Special Revenue Fund	46,102	47,547	50,000	50,000												
Total Funding	\$5,105,067	\$5,584,790	\$5,912,683	\$6,605,934												
Positions																
Full Time Positions	19.85	20.45	21.65	24.85												
Hourly/FTE Positions	9.00	8.50	8.50	6.75												
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ABOUT

The Facilities Division provides safe and comfortable working spaces at city facilities and maintains quality indoor public spaces. This division oversees design and construction management of new city facilities and operates the Safety Training Center for public safety organizations across the region.

SERVICES

- Maintenance of city-owned facilities including building exteriors, interiors, cleaning and custodial services, as well as set-up of offices and meeting rooms
- Building improvements, renovations, repairs and relocations
- Operation and leasing of the Safety Training Center for public safety personnel training including the Carlsbad Police and Fire departments

RECENT ACCOMPLISHMENTS

Facilities

- Significantly increased cleaning and disinfecting protocols in city facilities due to the COVID-19 pandemic
- Completed the New Village Arts roof and siding replacement CIP project
- Completed 1,263 work orders
- Remodeled and reconfigured Information Technology and Human Resources departments' workstations and created several offices
- Completed the Carlsbad City Library parking lot reconfiguration CIP project
- Awarded a contract and began construction of the Fire Station 2 replacement project
- Submitted a conditional use permit application for the Fire Station 4 expansion project
- Replaced parking lot lighting fixtures to energy efficient LED fixtures at the Faraday Center and the Carlsbad Water Recycling Facility

Safety Training Center

- Provided facilities and support for 129 Fire Department training days and 85 Police Department training days
- Supported 117 training days for 27 outside agency leases
- Negotiated three new lease agreements with outside law enforcement agencies
- Procured a weatherproof modular wall system to allow staff the ability to change existing floor plans inside existing training buildings
- Recycled 1,291 lbs. of brass and 8,775 lbs. of lead and copper from indoor shooting range activities
- Upgraded wastewater filtration system enhancing filtration of water recovered from indoor shooting range maintenance

GOALS | OBJECTIVES | PRIORITIES

Facilities

- Continue the city facility and parking lot light pole and fixture replacement project
- Enhance custodial services citywide
- Continue implementation of accessibility upgrades at public city facilities
- Continue development of a Facility Asset Management System
- Obtain a conditional use permit for the Orion Center Project and solicit for design-build services
- Commence construction of the Police and Fire headquarters renovation project
- Complete the Carlsbad City Library fire alarm system replacement project
- Develop plans and specifications for the Calavera Hills Community Park and Carlsbad Senior Center roof replacement projects

Safety Training Center

- Initiate various refurbishment and repair projects resulting from a recent construction litigation settlement
- Continue providing high-quality training facilities and equipment to enhance public safety operations

PUBLIC WORKS |
FLEET MAINTENANCE & REPLACEMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$571,260	\$666,389	\$833,217	\$850,392
Retirement Benefits	162,015	146,326	187,684	189,178
Health Insurance	100,159	106,408	164,997	189,774
Other Personnel Expenses	30,721	30,351	27,133	35,607
Personnel Services Subtotal	864,155	949,474	1,213,031	1,264,951
Operating Expenses				
Professional & Contract Services	44,969	54,364	39,343	39,343
Supplies & Materials	1,414,315	1,378,856	1,486,033	1,574,293
Repair & Maintenance	376,150	381,804	384,094	384,094
Interdepartmental Charges	118,801	124,639	164,750	244,639
Other Operating Expenses	25,903	30,124	9,053	9,053
Capital Outlay	2,067,034	3,594,743	3,779,298	4,546,033
Operating Expenses Subtotal	4,047,172	5,564,530	5,862,571	6,797,455
TOTAL EXPENDITURES	\$4,911,327	\$6,514,004	\$7,075,602	\$8,062,406
Full Time Positions	8.50	9.70	10.25	10.25
Hourly/FTE Positions	1.00	1.00	1.00	1.00
	<i>Account: 6205460</i>	<i>Fund: Vehicle Maintenance Fund</i>		
	<i>6215461</i>	<i>Vehicle Replacement Fund</i>		

ABOUT

The city's fleet consists of 450 vehicles and equipment necessary to complete the city's mission of delivering quality and efficient services. The fleet maintenance and replacement programs enable departments to achieve their operational missions in a safe and efficient manner.

The fleet maintenance program funds labor, parts, services, fuel and oil necessary to maintain the city's fleet of vehicles and equipment. The internal service fund charges to departments are determined based on vehicle type and utilization.

The fleet vehicle replacement program is funded through a replacement charge for each vehicle or equipment in service, determined by actual costs of vehicle procurement divided by the expected life of the vehicle. This program funds asset replacement and vehicle outfitting. Cost-effective vehicle procurement is achieved through cooperative purchasing agreements and bidding processes. Revenue is collected from the sale of retired city fleet assets at auction.

SERVICES

- Provide safe and appropriately-maintained vehicles for use by city staff
- Inspect vehicles per requirements of the biannual inspection of terminals and smog programs
- Perform timely repairs to city vehicles and maintain 24/7 road call services for emergency vehicles
- Comply with relevant regulations
- Provide reliable, cost-effective fuel management by maintaining sufficient fuel supplies for emergencies and monitoring fuel tanks in accordance with state and county regulations
- Maintain records related to fleet asset inventory and work order history through management of the AssetWorks fleet maintenance database
- 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, made up of city staff from various 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 departments monthly
- Advise on development of specifications for 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 bidding process or through cooperative purchasing programs
- Arrange for public auction of replaced units, or sale to interested public agencies or special districts

RECENT ACCOMPLISHMENTS

- Completed 439 periodic maintenance work orders and 848 repair work orders during the period of July 2020 through March 2021
- Hired equipment technicians and equipment services workers in support of ongoing maintenance operations
- Activated 35 new vehicles and pieces of equipment, including 13 hybrid police patrol vehicles and one plug-in hybrid-electric vehicle
- Completed a draft update of Administrative Order No. 3

GOALS | OBJECTIVES | PRIORITIES

- Annually assess vehicles for conversion to alternative fuel options in support of the Climate Action Plan goal to increase the proportion of fleet low and zero-emissions vehicle miles traveled to 25% of all city-related vehicle miles traveled by 2035
- Procure and install vehicle telematics systems to review vehicle use and analyze suitability for conversion to alternative fuel
- Develop a fleet assets master plan for more efficient management of fleet resources
- Assess and improve fleet database and data management systems and techniques

PUBLIC WORKS | TRANSPORTATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$3,049,533	\$3,342,066	\$3,765,289	\$3,862,555
Retirement Benefits	929,744	844,103	896,483	912,785
Health Insurance	509,880	552,389	671,807	721,562
Other Personnel Expenses	183,167	190,282	121,608	158,902
Personnel Services Subtotal	4,672,324	4,928,840	5,455,187	5,655,804
Operating Expenses				
Professional & Contract Services	1,295,410	1,192,636	1,030,514	1,414,487
Supplies & Materials	313,188	310,005	498,192	493,520
Repair & Maintenance	1,314,331	1,523,237	1,467,574	1,461,074
Interdepartmental Charges	1,593,901	1,809,816	1,737,239	2,078,913
Other Operating Expenses	541,537	601,699	695,075	693,495
Capital Outlay	14,482	20,431	0	0
Operating Expenses Subtotal	5,072,849	5,457,824	5,428,594	6,141,489
TOTAL EXPENDITURES	\$9,745,173	\$10,386,664	\$10,883,781	\$11,797,293
TOTAL FUNDING				
General Fund	\$6,877,759	\$7,583,250	\$7,410,972	\$8,405,466
Enterprise Fund	1,724,390	1,745,011	1,955,302	1,849,335
Special Revenue Fund	1,143,024	1,058,403	1,517,507	1,542,492
TOTAL FUNDING	\$9,745,173	\$ 10,386,664	\$ 10,883,781	\$ 11,797,293
Full Time Positions	44.00	44.15	43.90	43.70
Hourly/FTE Positions	1.50	1.50	1.50	1.94
<i>Account:</i>	0016310	<i>Fund:</i>	General	
	0018410		General	
	00186xx		General	
	00187xx		General	
	1626357		Special Revenue- Street Light Maintenance	
	163		Special Revenue-Buena Vista Channel	
	164		Special Revenue-LLD #2	
	5216310		Enterprise-Storm Drain Maintenance	

ABOUT

The Transportation Department cares for road infrastructure and projects, keeps people and traffic moving, maintains streets and storm drains, maintains street lighting, and provides incident response for city and private property. It is responsible for enhancing mobility and safety citywide through ongoing transportation planning, streets and traffic engineering, drainage engineering, streets maintenance, street lighting, storm drain maintenance, and signal operations activities. The department also provides maintenance and posting of street signs, street legends, striping, graffiti and trash removal, street sweeping and pothole and sidewalk repairs. Other services include the

maintenance of decorative lighting and oversight of the Buena Vista Creek Channel Maintenance Assessment District and Lighting and Landscape District No. 2.

SERVICES

- Conduct traffic and mobility planning, oversee engineering and signals operations, and serve as liaison with the Traffic and Mobility Commission
- Perform roadside maintenance of more than 900 lane miles, including street signs, street legends, striping, graffiti and trash removal, street sweeping, pothole and sidewalk repairs, and inspection and maintenance of the storm drain system
- Maintain and repair streetlamps and decorative lighting
- Develop plans, specifications and estimates, and provide project or design management of projects involving street and storm drain assets
- Oversee asset management of transportation, drainage and other city infrastructure
- Ensure adequate funds are collected to administer and maintain the Buena Vista Creek Channel from Jefferson Street easterly to South Vista Way bridge
- Manage Lighting and Landscape District No. 2, the maintenance and assessment district that funds the costs of streetlights, street trees and medians within the district boundaries covering newer developments in the city

RECENT ACCOMPLISHMENTS

Traffic Division

- Provided a staff liaison and other supporting staff to the Traffic and Mobility Commission
- Initiated the update of the city's Transportation Impact Analysis Guidelines
- Received Highway Safety Improvement Program grant funding for enhancement of existing uncontrolled crosswalks on six street segments along the coast
- Completed construction of traffic calming improvements for six street segments
- Completed rectangular rapid flashing beacon enhancement on a segment of Grand Avenue
- Obtained City Council's approval on the National U.S. Bicycle Route 95 designation on Carlsbad Boulevard to promote bicycle use and tourism in Carlsbad
- Initiated effort to prepare a grant-funded Local Roadway Safety Plan for a citywide study of traffic collisions to address traffic safety needs of all roadway users in Carlsbad

Mobility Division

- Adopted the Sustainable Mobility Plan with the Traffic and Mobility Commission
- Implemented the Transportation Demand Management framework plans and best practices
- Initiated update of the city's multimodal level of service methodology
- Prepared the Growth Management Plan annual monitoring report for the circulation section
- Managed the Carlsbad Connector on-demand shuttle service pilot program and partnered with SANDAG and North County Transit District to temporarily suspend services due to COVID-19

Streets and Storm Drain Maintenance Division

- Completed 299 street sign related work orders and installed 210 signs that were knocked down in vehicle incidents or missing
- Completed nearly 100 street paint work orders with over 9,200 units completed
- Inspected 100% of high-priority storm drain inlets, removing over 10 tons of sediment and debris
- Completed 1,800 lane miles of street sweeping monthly, removing over 675 tons of debris

- Completed 1,550 streetlight and electrical maintenance service requests
- Completed 90 storm drain maintenance requests and 43 storm drain emergency responses
- Replaced 204 work orders including 20,817 square feet of sidewalk and asphalt
- Completed installation of over 135 streetlight fixtures which are light-emitting diode, or LED, in response to burnouts, and completed 118 streetlight repairs

Transportation and Storm Drain Engineering, Asset Management Division

- Completed construction and performed maintenance on eight projects including Merwin Drive outfall modification, storm drain replacement and repair program with cured in place pipe lining of 840 linear feet of corrugated metal pipelines in various locations
- Completed quarterly vegetation maintenance of the Lake Calavera Dam
- Completed vegetation maintenance and monitoring of the 2018 Kelly Channel emergency repair projects
- Completed 13 engineering designs and other initiatives including engineering design of the Surface Drainage Improvements Project and Fire Stations 1 and 5 Drainage Improvement projects
- Completed the FY 2020-21 Concrete Repair Project, Americans with Disabilities Act Improvement, Citywide Pavement Condition Assessment and others
- Completed design of three intersections along El Camino Real and the Barrio Lighting Phase I and II Projects
- Managed associated asset inventory data
- Produced a variety of atlas books, mapping products and data analysis
- Continued to align technician workforce with other departments
- Managed preparation and update of the annual Capital Improvement Program
- Prepared and processed annual reports to transportation agencies

Buena Vista Creek Channel Maintenance

- Completed engineering design of the Buena Vista Creek Concrete Channel Maintenance
- Completed annual vegetation removal as part of the Buena Vista Creek Channel Maintenance Assessment District
- Completed engineering design of the Carlsbad State Beach Energy Dissipater Project and awarded construction contract
- Worked with the Police Department Homeless Outreach Team

GOALS | OBJECTIVES | PRIORITIES

Traffic Division

- Update the city’s Engineering Standards in accordance with the General Plan’s Mobility Element
- Continue implementation and development of the Coordinated Traffic Signal Program
- Continue implementation of traffic calming improvements on residential streets
- Incorporate technology-based solutions to traffic flow and safety

Mobility Division

- Implement the new Growth Management Plan Monitoring Program
- Update the Transportation Impact Analysis Guidelines and the city’s multimodal level of service
- Address the Traffic Impact Fee guidelines and implement solutions
- Continue to develop Transportation Demand Management program and create communitywide awareness

- Initiate planning work on development of the Coastal Rail Trail segment on Avenida Encinas between Carlsbad Boulevard and Palomar Airport Road

Streets and Storm Drain Maintenance Division

- Continue to implement best practices
- Develop plans and specifications, bid and complete installation of phase two of the citywide streetlight replacement program
- Develop plans and specifications for citywide regulatory and warning sign replacement
- Continue to safely maintain all levels of service during the COVID-19 pandemic and recovery period

Transportation and Drainage Engineering, Asset Management Division

- Address engineering design elements on approximately 14 projects including Park Drive Street and Drainage Improvement Project, corrugated metal pipelines replacement, projects along Palomar Airport Road and others
- Complete environmental permitting on the Carlsbad State Beach Energy Dissipator Project
- Complete update of the Drainage Master Plan
- Complete construction of approximately five projects including the Citywide Drainage Improvement Program, Fire Stations 1 and 5 Drainage Improvements projects, and others
- Inspect 32,000 linear feet of storm drain pipeline with closed-circuit television technologies
- Add identified structurally deficient pipe segments to the Citywide Drainage Rehabilitation and Repair Program
- Complete citywide pavement condition assessment
- Continue work that supports formation of financing districts as needed to facilitate construction of public infrastructure throughout the city
- Continue creating, updating and refining the inventory of the city's infrastructure assets and implementation of the data reviewer tool in concert with creation of the inventory
- Continue preparing and mapping products and analyses of public works asset inventory data
- Continue facilitating the use of asset inventory data with business systems and GIS staff
- Continue storm drain CCTV inspections and initiate maintenance measures in response to identified deficiencies

Buena Vista Creek Channel Maintenance

- Continue environmental permitting and monitoring
- Continue coordination with the Police Department Homeless Outreach Team
- Clear vegetation from three drainage outfalls entering the channel from Oceanside
- Continue plant and trash removal for flood capacity purposes

PUBLIC WORKS | UTILITIES: POTABLE WATER OPERATIONS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$2,269,516	\$2,459,473	\$2,536,130	\$2,906,467
Retirement Benefits	998,851	569,526	586,725	635,085
Health Insurance	602,867	515,622	419,940	508,263
Other Personnel Expenses	118,918	118,885	80,675	128,488
Personnel Services Subtotal	3,990,152	3,663,506	3,623,470	4,178,303
Operating Expenses				
Professional & Contract Services	7,162,939	7,345,483	8,659,800	8,534,600
Supplies & Materials	23,564,467	23,299,719	26,133,700	27,412,700
Repair & Maintenance	242,174	185,173	538,050	452,050
Interdepartmental Charges	2,453,099	2,663,442	2,744,695	2,969,197
Other Operating Expenses	5,222,567	8,581,187	4,407,150	4,274,370
Capital Outlay	79,968	20,567	20,000	0
Operating Expenses Subtotal	38,725,214	42,095,571	42,503,395	43,642,917
TOTAL EXPENDITURES	\$42,715,366	\$45,759,077	\$46,126,865	\$47,821,220
Full Time Positions	29.80	30.30	29.50	30.55
Hourly/FTE Positions	0.50	0.50	0.45	0.20

Account: 5016310

Fund: Enterprise

ABOUT

To ensure that drinking water is available on demand and customers can rely on receiving safe, high quality water that meets all regulatory health standards, the Carlsbad Municipal Water District staff provides ongoing maintenance and repair of the following: nine storage reservoirs or tanks, 455 miles of pipeline, 17 pressure zones, 74 pressure regulating stations, three pumping stations, 14,369 valves, 4,441 fire hydrants and 30,320 potable meters. CMWD purchases potable water from its wholesale water provider, the San Diego County Water Authority.

SERVICES

- Operation of infrastructure, including reservoirs, pressure regulating stations, pump stations, transmission and distribution pipelines, valves, meters, and other apparatus
- Delivery of safe drinking water and fire flow demand
- Meeting the many health, safety and environmental regulations of water operation
- Compliance with State and Federal drinking water standards for sampling and reporting
- Tank cleaning and required maintenance on potable reservoirs
- Water conservation education and outreach and leak detection studies, conservation rebate programs, and compliance with conservation laws
- Participation and coordination with other water agencies and the San Diego County Water Authority

RECENT ACCOMPLISHMENTS

- Commenced implementation of the recently completed Potable Water Master Plan
- Commenced implementation of the new supervisory control and data acquisition, or SCADA, system approved in the recently completed SCADA Master Plan
- Completed tank maintenance and cleaning on three potable reservoirs
- Completed a five-year sanitary survey with State Water Resources Control Board
- Completed sampling for UCMR 4, or the fourth Unregulated Contaminant Monitoring Rule
- Completed the draft Urban Water Management Plan Update and Emergency Action Plan for two jurisdictional dams
- Completed three reservoir tank cleanings
- Installed ammonia tanks at Maerkle Reservoir for disinfection
- Completed painting of the Santa Fe tank
- Completed 1.1 miles of potable water main replacement as part of the Segment 5 project
- Replaced potable water pipeline crossings for the Buena Outfall project along Palomar Airport Road
- Completed the first phase of citywide water valve replacement at 18 sites
- Completed a five-year water main condition assessment plan

GOALS | OBJECTIVES | PRIORITIES

- Continue to optimize asset management by increasing the use of technology to improve and manage the infrastructure system more efficiently and effectively, thereby minimizing costs while continuing to provide high levels of service at acceptable risk
- Meet all federal and state water quality objectives
- Meet or exceed the American Water Works Association benchmark for combined utilities for pipeline breaks of 3.4 to 19.4 breaks per 100 miles of pipeline; CMWD's break rate is 5.7 for fiscal year 2019-20
- Meet or exceed the American Water Works Association benchmark for combined utilities for pipeline leaks of 4.3 to 21.7 leaks per 100 miles of pipeline; CMWD's leak rate is 12.8 for fiscal year 2019-20
- Update the cost of service study and present updated rates to the CMWD Board of Directors
- Continue to meet or exceed operational requirements and benchmarks
- Work with the Department of Water Resources and the State Water Resources Control Board on implementation of SB606 and AB1668, which requires the setting of agency water use efficiency standards, performance measures and variances.
- 2021 Lead and Copper sampling to meet the requirements of the new Lead and Copper Rule
- Complete the 2021 Urban Water Management Plan and final Emergency Action Plan for two jurisdictional dams
- Perform maintenance cleaning of 4 potable water storage tanks
- Complete the Poinsettia 61 pressure regulating station
- Initiate the second phase of citywide water valve replacement at 20 sites
- Initiate construction of the Palomar Airport Waterline Replacement project, water main replacements in the downtown and coastal areas, and one new pressure regulating station and replacement of two existing stations

PUBLIC WORKS | UTILITIES: RECYCLED WATER OPERATIONS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$849,549	\$1,036,826	\$1,164,750	\$1,279,473
Retirement Benefits	447,110	247,059	266,750	290,484
Health Insurance	126,154	135,911	189,792	212,783
Other Personnel Expenses	47,768	48,756	37,022	57,315
Personnel Services Subtotal	1,470,581	1,468,552	1,658,314	1,840,055
Operating Expenses				
Professional & Contract Services	2,183,790	1,180,930	1,958,200	2,045,680
Supplies & Materials	1,462,839	2,783,276	2,376,300	3,084,500
Repair & Maintenance	20,923	34,144	103,243	68,943
Interdepartmental Charges	520,537	591,195	682,619	837,662
Other Operating Expenses	3,656,891	3,618,150	3,789,982	2,226,950
Capital Outlay	27,277	11,183	15,000	0
Operating Expenses Subtotal	7,872,257	8,218,878	8,925,344	8,263,735
TOTAL EXPENDITURES	\$9,342,838	\$9,687,430	\$10,583,658	\$10,103,790
Full Time Positions	11.95	12.20	13.00	13.30
Hourly/FTE Positions	0.00	0.00	0.05	0.10

Account: 5026310 Fund: Enterprise

ABOUT

The Carlsbad Municipal Water District provides ongoing treatment, maintenance and repair of the recycled water system's Carlsbad Water Recycling Facility treatment plant, three storage tanks, four pump stations, three pressure reducing stations, five pressure zones, 88 miles of pipelines, 815 valves and 961 meters. CMWD's Cross-Connection Control and Backflow program ensures a safe supply of drinking water by preventing cross-contamination from the recycled system into the potable system, in accordance with federal and state regulations. CMWD also purchases and delivers recycled water from the Vallecitos Water District's Meadowlark Water Reclamation Facility.

The Carlsbad Water Recycling Facility treatment plant is located next to the Encina Wastewater Authority Treatment Plant. CMWD takes wastewater from that plant and treats it to the State of California Title 22 recycled water quality standards, and then delivers that water to customers for irrigation and certain industrial uses. This effort reduces the amount of wastewater that would normally be released by the wastewater treatment plant into the ocean outfall, reduces dependence on imported drinking water, and provides customers with a reliable local supply of recycled water. Recycled water is not subject to state water conservation requirements.

In fiscal year 2021-22, CMWD will continue to use technology to improve and manage the system more efficiently and effectively. The recycled water system is relatively new at approximately 30

years of age. CMWD has an opportunity to begin implementing Supervisory Control and Data Acquisition, or SCADA, and asset management techniques on a relatively young system, thereby minimizing the total cost of owning these assets while continuing to provide high levels of service at acceptable risk.

SERVICES

- Operation of infrastructure, including the Carlsbad Water Recycling Facility plant, reservoirs, pressure regulating stations, pump stations, pipelines, valves, meters and other elements
- Treatment of wastewater to meet State of California Title 22 recycled water requirements
- Meeting the many health, safety and environmental regulations of recycled water
- Maintenance of infrastructure
- Delivery of recycled water
- Water quality testing
- Backflow testing
- Recycled water conversion program

RECENT ACCOMPLISHMENTS

- Began implementation of the recently completed Recycled Water Master Plan
- Began implementation of the recently completed SCADA Master Plan
- Began pre-build activities for the recently completed design of a 1.5 million-gallon storage tank
- Expanded the recycled water system with completion of 7.5 miles of recycled water pipeline and related appurtenances to serve an estimated 77 customers
- Completed Carlsbad Water Recycling Facility motors and pumps rehabilitation

GOALS | OBJECTIVES | PRIORITIES

- Commence construction of a 1.5 million-gallon storage tank
- Meet all federal and state water quality objectives
- Meet or exceed the American Water Works Association benchmark for pipeline breaks for combined utilities (3.4 to 19.4 breaks per 100 miles of pipeline, CMWD's break rate is 0 for fiscal year 2019-20)
- Meet or exceed the American Water Works Association benchmark for pipeline leaks for a combined utility of 4.3 to 21.7 leaks per 100 miles of pipeline; CMWD's leaks rate is 3.4 for fiscal year 2019-20
- Update the cost of service study and take updated rates to the City Council
- Continue to meet or exceed operational requirements and benchmarks
- Complete Segment 5 retrofit conversions

PUBLIC WORKS |
UTILITIES: WASTEWATER OPERATIONS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,425,837	\$1,540,377	\$1,721,993	\$1,946,772
Retirement Benefits	606,651	368,192	395,477	425,987
Health Insurance	248,829	249,036	291,717	320,685
Other Personnel Expenses	74,777	77,050	53,553	85,384
Personnel Services Subtotal	2,356,094	2,234,655	2,462,740	2,778,828
Operating Expenses				
Professional & Contract Services	7,328,965	3,716,816	5,336,700	5,514,000
Supplies & Materials	313,417	237,997	318,100	353,000
Repair & Maintenance	51,532	18,443	261,500	225,150
Interdepartmental Charges	1,244,941	1,303,706	1,427,715	1,458,895
Other Operating Expenses	7,215,666	5,307,539	5,409,000	5,727,600
Capital Outlay	23,714	53,586	20,000	0
Operating Expenses Subtotal	16,178,235	10,638,087	12,773,015	13,278,645
TOTAL EXPENDITURES	\$18,534,329	\$12,872,742	\$15,235,755	\$16,057,473
Full Time Positions	20.00	19.60	19.45	20.10
Hourly/FTE Positions	0.00	0.00	0.00	0.20

Account: 5116310 Fund: Enterprise

ABOUT

The Utilities Department is responsible for providing wastewater services to approximately 85,000 customers within the City of Carlsbad service area. The Wastewater Division provides reliable wastewater collection services and delivers the wastewater to the Encina Wastewater Authority treatment plant.

After treatment at the wastewater plant, the water is further treated to state Title 22 recycled water standards at the Carlsbad Municipal Water District’s Water Recycling Facility and then delivered as recycled water to customers for irrigation and certain industrial uses.

The Wastewater Division maintains a sanitary sewage collection system that includes 11 wastewater lift stations and wet wells and about 265 miles of mainlines and associated access holes. In the coming fiscal year, the city will continue to operate and maintain its critical infrastructure systems, while increasing the use of technology to improve and manage the system more efficiently and effectively. The goal of the asset management program is to minimize the total cost of owning and operating utility assets while continuing to deliver high levels of service at acceptable levels of risk.

SERVICES

- Operation of infrastructure such as lift stations, wet wells, gravity sewer mains, force mains, manholes and other elements
- Meeting the many health, safety and environmental regulations of wastewater operation
- Closed circuit camera review of pipelines to determine pipeline integrity
- Maintenance of infrastructure
- Collection of wastewater and conveyance to the Encina Wastewater Authority treatment plant
- Participation and coordination with the Encina Wastewater Authority as part of the Joint Powers Authority
- Prevention of wastewater spills to protect the environment
- Fats, Oils, and Grease program
- Public outreach regarding “Dos and Don’ts” of what can go into a toilet and sink to prevent spills and system and environmental problems

RECENT ACCOMPLISHMENTS

- Recognized as the 2020 Collection System of the Year by the San Diego Section of the California Water Environment Association in the medium size category
- Constructed the \$45 million Agua Hedionda Pump Station, replacing the 1964 pump station at the same location
- Constructed the \$5.5 million Foxes Landing Lift Station Replacement project, which is now in the warranty period
- Completed the Wastewater Master Plan and the Asset Management Plan
- Completed the Supervisory Control and Data Acquisition Master Plan and started the pre-design process for the new SCADA system
- Applied for low-interest financing with the State Revolving Fund for the wastewater portion of the SCADA project
- Completed the generator replacement project to ensure system reliability at two lift stations
- Replaced the surge protection tank at the North Batiquitos Lift Station

GOALS | OBJECTIVES | PRIORITIES

- Meet or exceed the American Water Works Association benchmark rate for combined utilities for wastewater system reliability of 0.2 to 7.0 overflows per 100 miles of pipeline; the city’s overflow rate is approximately 0.75 for fiscal year 2020
- Continue to meet or exceed operational requirements and benchmarks
- Complete the generator replacement project at two additional lift stations for system reliability where the existing generators have met their useful life
- Complete closed-circuit TV inspections of several large diameter interceptor sewers to determine the existing integrity of these pipelines that convey wastewater from collector pipelines to the EWA treatment facility
- Commence design of the SCADA upgrades
- Initiate construction of the Villas Lift Station Replacement project
- Initiate rehabilitation of the North Batiquitos Lift Station Force Main
- Initiate the design of upgrades at two sewer lift stations
- Update the cost of services study and present updated rates to the City Council



COMMUNITY SERVICES

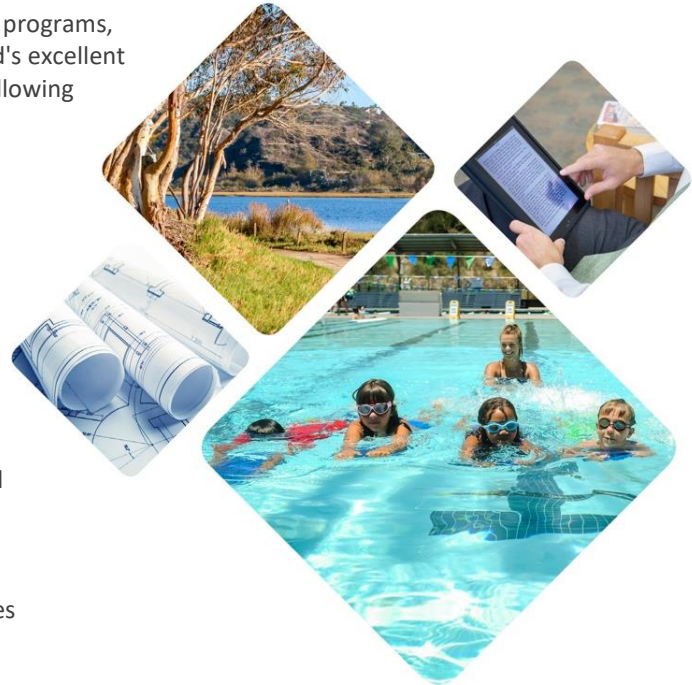
The Community Services Branch includes programs, services and events that support Carlsbad's excellent quality of life. The branch includes the following key areas of focus:

- Community Development
- Library & Cultural Arts
- Parks & Recreation

These city service areas ensure the city's planning and building policies are carried out, foster lifelong learning, support strong neighborhoods, administer affordable housing and homeless response programs, attend to the community's health and wellness and promote transparency in government.

Gary Barberio
Deputy City Manager, Community Services

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COMMUNITY SERVICES BRANCH



COMMUNITY SERVICES | ADMINISTRATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$396,798	\$394,529
Retirement Benefits	0	0	49,174	95,454
Health Insurance	0	0	47,034	66,574
Other Personnel Expenses	0	0	10,831	14,055
Personnel Services Subtotal	0	0	503,837	570,612
Operating Expenses				
Professional & Contract Services	0	0	26,500	26,500
Supplies & Materials	0	0	9,600	9,600
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	30,912	38,509
Other Operating Expenses	0	0	11,000	11,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	0	0	78,012	85,609
TOTAL EXPENDITURES	\$0	\$0	\$581,849	\$656,221
Full Time Positions	0.00	0.00	3.00	3.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0012410

Fund: General

ABOUT

The Community Services Branch provides programs, services and events that promote and support Carlsbad's excellent quality of life. Community Services Administration provides leadership to the Community Services branch.

SERVICES

Functional areas include department management, budget oversight, outreach and community engagement, and real estate services. The Community Services branch ensures that the city's planning, land development engineering, building, and code enforcement policies are carried out, that affordable housing and homelessness programs are administered, that lifelong learning is fostered, that library and cultural arts services are delivered, that the city's health and wellness are advanced through parks, recreation and senior services, and that the city's real estate assets are managed.

RECENT ACCOMPLISHMENTS

Community Development Department

- Implemented paperless on-line permitting for simple permits (water heaters, re-roof, etc.)
- Implemented a new Video Inspection Program (over 2,500 video inspections completed)
- Issued over 4,500 building permits valued at over \$165 million
- Closed over 1,700 Code Enforcement cases

- Provided rental assistance to nearly 550 very- and extremely-low income households
- Increased the city's affordable housing inventory with 40 new affordable units
- Developed City Council Policy No. 90 to guide implementation of the Housing Trust Fund
- Completed land acquisition, ground lease and loan documents for the construction of the 50-unit Windsor Pointe affordable apartment community now under construction
- Purchased and preserved three at-risk affordable ownership units for resale to low- and very-low income buyers
- Issued 1,200 engineering permits and reviewed 2,025 building permit applications and over 200 discretionary permits
- Implemented a digital submittal process to replace printed mylars
- Completed and submitted the 2021-2019 Housing Element Update to CA State HCD
- Developed a Planning Application Prioritization and Process Guide for internal and external use

Library & Cultural Arts Department

- New Department leadership – New L&CA's Director, and two new Deputy Library Directors
- Implemented new queuing software, Qless, to manage Library facility capacity
- Created and provided for Curbside Delivery of nearly 300,000 physical items
- Increased access to eBook and eAudiobook collections, added 14 new electronic databases and implemented new application allowing Carlsbad school district students expanded access to library materials
- Transcribed the oral histories in our History Collection, and made them keyword searchable
- Digitized Carlsbad High School Yearbooks, 1958-2015, and scanned 4,000 photo prints into the city's History and Photo Collections
- Adapted the *Summer Reading Adventure* into a fully virtual program
- Provided for direct access to more than 18,000 eBook and eMagazine titles and more than 60,000 public domain classic eBook titles
- Presented two exhibits at the William D. Cannon Gallery and transitioned *Family Open Studios* into a fully virtual program
- Launched *Virtually Artful*, a performing arts series, and *Artist Talk*, and interview series

Parks & Recreation Department

- Initiated construction of the Calavera Hills Community Park Gateway Project
- Provided city oversight of the Buena Vista Reservoir Park site construction
- Obtained City Council approval of the Veterans Memorial Park Master Plan Concept
- Assumed open space maintenance responsibilities for the acquired Aura Circle property
- Planted over 1,100 trees in furtherance of the Community Forest Management Plan
- Obtained City Council approval of an expanded Parks Memorial Program
- Revised the scope of work, received bids and entered into new contracts for all five parks maintenance services categories
- Assumed and implemented new trash and restroom maintenance responsibilities along Carlsbad Boulevard and the lower seawall
- Supported the city's new Age-Friendly Communities Project
- Received California Parks and Recreation Society District 12 Parks Make Life Better Spotlight Award for *Lantern Festival: A Night of Light & Reflection*
- Provided over 60,000 Senior Meals through direct home delivery or via our drive-thru service
- Launched Spanish language guides for Leo Carrillo Ranch exhibits and interpretive panels and installed a new Bunkroom exhibit

Real Estate Division

- Developed and obtained City Council approval of a new City Tenant Rent Deferral Program
- Completed new leases with New Village Arts, Mira Costa/Las Palmas, Callaway Golf, Rey River Farms, and NCTD/Visit Carlsbad
- Completed new license agreements with Crown Castle for the Robertson Ranch WCF and with AT&T for the Calavera Hills Community Park WCF
- Completed an Amendment to the Lot 9/Westin Hotel land lease agreement
- Completed the sale of the Pajama Drive property in Oceanside

GOALS | OBJECTIVES | PRIORITIES

- Fully implement new Housing & Homeless Services Department
- Complete Housing Element Property Rezoning
- Update Inclusionary Housing Ord and In-lieu Fee
- Streamline CIP Permit Review Process
- Develop citywide Object Design Standards for Multi-Family Residential
- Develop Permit-ready Accessory Dwelling Unit Program
- Implement Customer Self-Service Portal to allow for digital permit processing
- Develop opportunities to increase supply of affordable housing
- Complete lease-up of 25 rental assistance vouchers
- Expand Video Inspection Program
- Develop online project submittal program for non-structural building permits
- Develop Phase II of the STEAM initiative
- Complete public art installations: mural, lighting, beach chair expansion
- Identify audiovisual, lighting, technology upgrades for Schulman Auditorium and William D. Cannon Gallery
- Launch *1,000 Books Before Kindergarten* Program
- Create a hybrid in-person and curbside circulation model
- Obtain development permits for Veterans Memorial community Park
- Initiate master planning of Robertson Ranch Community Park
- Develop Prop H Ballot Measure for Monroe Street Pool Replacement Project
- Complete Calavera Hills Community Park Gateway improvements, Poinsettia Community Park Dog Park Improvements, and the Buena Vista Reservoir Park improvements
- Expand adult 50+ opportunities and collaboration beyond the Senior Center
- Continue to implement the Age-Friendly Communities Project
- Issue RFP for the lease of Golf Course Lots 4 & 5
- Issue RFP for the lease of Oceanside – Foussat & Mission Properties

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The formation of a new Community Services Branch Department – the Housing & Homeless Services Department

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$5,470,349	\$5,652,228	\$6,147,835	\$6,689,700
Retirement Benefits	1,501,035	1,294,082	1,399,250	1,450,935
Health Insurance	764,460	756,976	933,124	1,048,987
Other Personnel Expenses	227,183	234,021	189,800	269,576
Personnel Services Subtotal	7,963,027	7,937,307	8,670,009	9,459,198
Operating Expenses				
Professional & Contract Services	2,771,581	2,531,666	2,532,590	6,391,419
Supplies & Materials	352,895	309,712	423,982	321,763
Repair & Maintenance	5,482	593	2,923	670
Interdepartmental Charges	1,291,543	1,345,826	1,285,832	1,485,406
Other Operating Expenses	9,476,528	9,889,710	9,692,030	8,952,086
Capital Outlay	58,506	1,107,230	5,120	119,797
Operating Expenses Subtotal	13,956,535	15,184,737	13,942,477	17,271,141
TOTAL EXPENDITURES	\$21,919,562	\$23,122,044	\$22,612,486	\$26,730,339
TOTAL FUNDING				
General Fund	\$10,692,924	\$10,328,444	\$10,781,168	\$15,466,693
Special Revenue Fund	9,457,070	11,580,003	9,897,795	10,196,151
Trust Fund	1,769,568	1,213,597	1,933,523	1,067,495
TOTAL FUNDING	\$21,919,562	\$23,122,044	\$22,612,486	\$26,730,339
Full Time Positions	59.75	63.75	61.75	65.00
Hourly/FTE Positions	4.34	12.00	12.00	12.00

COMMUNITY DEVELOPMENT

- Administration
- Land Development Engineering
- Planning
- Building & Code Enforcement
- Housing Services

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: ADMINISTRATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$796,432	\$812,622	\$897,591	\$1,106,362
Retirement Benefits	186,636	191,405	199,743	225,932
Health Insurance	106,080	117,598	127,924	148,551
Other Personnel Expenses	25,174	27,384	26,258	40,285
Personnel Services Subtotal	1,114,322	1,149,009	1,251,516	1,521,130
Operating Expenses				
Professional & Contract Services	394,944	122,679	55,000	385,000
Supplies & Materials	61,423	58,876	41,000	31,834
Repair & Maintenance	263	0	150	20
Interdepartmental Charges	132,999	143,904	211,600	168,149
Other Operating Expenses	22,179	23,616	5,700	4,700
Capital Outlay	1,401	0	0	0
Operating Expenses Subtotal	613,209	349,075	313,450	589,703
TOTAL EXPENDITURES	\$1,727,531	\$1,498,084	\$1,564,966	\$2,110,833
Full Time Positions	7.00	7.00	6.45	8.00
Hourly/FTE Positions	0.50	3.00	2.50	2.50

Account: 0013010

Fund: General

ABOUT

Community Development Administration assists divisions within the department in accomplishing goals by liaising with City Hall, coordinating between divisions, managing budgets, assisting with resource allocation and training budgets, and other support efforts.

SERVICES

- Devotes staff resources to improving the customer usability of major IT strategic projects, specifically enterprise content management, Laserfiche, I-Pay, Carlsbad Connect App and EnerGov
- Provides resources on interdepartmental initiatives such as the Climate Action Plan
- Focuses on providing positive engagement to make compliance understandable and less onerous for new businesses and homeowners improving or developing properties

RECENT ACCOMPLISHMENTS

- Developed online permits for simple building permits, such as hot water heaters, re-roof, and solar with a paperless process for submittal and permit issuance, inspection, and permit closeout.
- Began developing an online digital system to handle customer appointments for submittals and development inquiries using Qless software, including the ability for customers to view wait times for appointments with Community Development at the City of Carlsbad Faraday Center and schedule upcoming appointments online
- Supported business process documentation of minor permits for building, planning and engineering
- Supported pre-development of the online permit portal known as Customer Self Service Portal (CSS)
- Supported user acceptance testing to update to a new version of the enterprise software system, EnerGov, and the city's new records system, Laserfiche

GOALS | OBJECTIVES | PRIORITIES

- Continue to modernize and streamline front counter operations, including process improvements
- Develop a process guide for homeowners and applicants covering simple and complex permits
- Digitize building plan prints and project files to make them available in digital form making documents readily available for staff and the public
- Support the Information Technology Department to deploy minor permits via an online customer self-service portal, a module of EnerGov
- Continue to digitize historic documents as part of innovation efforts at the city
- Continue to identify and implement process improvements that help simplify and streamline permit intake, routing, and customer service interactions

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: LAND DEVELOPMENT ENGINEERING

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$972,210	\$1,122,452	\$1,156,703	\$1,149,631
Retirement Benefits	287,486	253,568	267,265	268,090
Health Insurance	161,337	168,182	188,728	205,316
Other Personnel Expenses	40,181	40,244	35,225	46,266
Personnel Services Subtotal	1,461,214	1,584,446	1,647,921	1,669,303
Operating Expenses				
Professional & Contract Services	335,746	398,335	456,700	375,183
Supplies & Materials	10,606	7,657	4,504	6,644
Repair & Maintenance	805	0	623	0
Interdepartmental Charges	161,702	173,578	146,911	227,280
Other Operating Expenses	32,236	4,537	8,700	8,700
Capital Outlay	2,574	0	0	0
Operating Expenses Subtotal	543,669	584,107	617,438	617,807
TOTAL EXPENDITURES	\$2,004,883	\$2,168,553	\$2,265,359	\$2,287,110
Full Time Positions	10.75	11.75	11.00	11.00
Hourly/FTE Positions	0.50	0.50	1.00	1.00
<i>Account: 0013110</i>		<i>Fund: General</i>		
<i>0013120</i>				

ABOUT

The Land Development Engineering Division ensures that all construction for new development projects and work in the public right-of-way complies with adopted codes and engineering standards. The division is responsible for subdivision and other land development engineering activities, including encroachments within the city rights of way, project conditioning, plan checks, issuing permits for construction, flood plain administration, transportation and traffic review for developments and maintenance of maps and records of improvements.

SERVICES

- Subdivision map review and processing
- Discretionary review and project conditioning
- Grading, public improvement and right-of-way plan checking and permitting
- Flood plain administration and residential assistance
- Traffic review and analysis for development projects
- Transportation demand management for development projects
- Maintenance of the engineering section of the public counter
- Customer service and public information
- Maintenance of engineering standards

RECENT ACCOMPLISHMENTS

- Changed process to allow digital submittals in place of printed mylars
- Issued 1,200 engineering permits
- Reviewed 2,025 building permit applications
- Reviewed and conditioned over 200 discretionary permits

GOALS | OBJECTIVES | PRIORITIES

- Implement Customer Self Service (CSS) portal to allow the public to digitally process permits
- Implement policies for State-required capture of trash for new developments
- Continue to refine procedures and adopt new technology to enhance the customer experience

COMMUNITY SERVICES | COMMUNITY DEVELOPMENT: PLANNING

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,794,738	\$1,762,833	\$1,911,326	\$1,965,737
Retirement Benefits	517,840	430,218	449,935	457,191
Health Insurance	207,834	208,537	276,962	261,994
Other Personnel Expenses	73,678	68,473	58,970	79,500
Personnel Services Subtotal	2,594,090	2,470,061	2,697,193	2,764,422
Operating Expenses				
Professional & Contract Services	526,714	511,134	167,133	216,000
Supplies & Materials	40,350	49,774	36,149	36,282
Repair & Maintenance	546	20	0	0
Interdepartmental Charges	279,074	299,619	265,545	313,059
Other Operating Expenses	228,394	977,793	10,400	11,400
Capital Outlay	0	1,104,114	0	0
Operating Expenses Subtotal	1,075,078	2,942,454	479,227	576,741
TOTAL EXPENDITURES	\$3,669,168	\$5,412,515	\$3,176,420	\$3,341,163
General Fund	\$3,465,638	\$3,354,114	\$3,176,420	\$3,341,163
Special Revenue	203,530	2,058,401	0	0
TOTAL FUNDING	\$ 3,669,168	\$ 5,412,515	\$ 3,176,420	\$ 3,341,163
Full Time Positions	20.00	20.00	20.00	20.00
Hourly/FTE Positions	0.00	0.50	1.00	1.00
Account:	00132XX	Fund:	General	
	170		Special Revenue-Flower Fields Grant	
	171		Special Revenue-Ag. Mitigation Fees	
	172		Special Revenue-Habitat Management Fees	

ABOUT

The Planning Division guides the physical development of the city in a manner that preserves the quality of life for residents, by ensuring that all new planning programs and development projects comply with the General Plan, Local Coastal Program, Zoning Ordinance and the performance standards of the Growth Management Plan.

SERVICES

- Provide technical support to the Planning Commission and the City Council
- Prepare and update plans for the long-range development of the city such as the General Plan, Local Coastal Plan, Growth Management Plan as well as master and specific plans
- Prepare and update ordinances and policies regulating development
- Complete special studies
- Ensure the consistency of all development proposals with the city's General Plan, Local Coastal Program, zoning, subdivision and environmental ordinances

- Complete environmental review of all private and public projects for compliance with the California Environmental Quality Act and the city's Environmental Protection Procedures
- Process city permits for capital improvement projects
- Provide planning and zoning information
- Plancheck grading plans, subdivision maps and building permits for compliance with city requirements and conditions of approval
- Plancheck landscape plans for conformance with the Landscape Manual
- Represent the city with other agencies

RECENT ACCOMPLISHMENTS

- Completed the Housing Element Update 2021-2029
- Completed the Local Coastal Program Land Use Plan Comprehensive Update
- Completed a Planning Commission hearing on the Village and Barrio Master Plan Amendment Package to obtain commission and public input as directed by the City Council
- Applied for a Local Early Action Planning (LEAP) grant in the amount of \$500,000 from the Department of Housing and Community Development
- Developed a Case Prioritization and Process Guide
- Processed development permits requiring approval by either the city planner, Planning Commission or the City Council
- Significant projects entitled include: Marja Acres (248 townhomes, 46 affordable senior apts, 10,000 sq. ft. retail); Aviara Apartments (248 market rate apts. with 81 affordable apts) La Costa Town Square Residential (76 townhomes, 19 affordable condos); West Oaks (150 market rate apts and 42 affordable apts); BMW Carlsbad

GOALS | OBJECTIVES | PRIORITIES

- Complete Housing Element Update – Property Rezoning
- Create policy options for inclusionary housing ordinance and in-lieu fee
- Streamline the capital improvements project permit review process
- Implement objective design standards and streamline permitting for multi-family residential structures outside of the Village and Barrio Master Plan area
- Implement permit-ready accessory dwelling unit program
- Revise City Council Policy No. 64 – Wireless Communication Facilities to comply with federal law

COMMUNITY SERVICES |

COMMUNITY DEVELOPMENT: BUILDING & CODE ENFORCEMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,135,268	\$1,089,778	\$1,353,633	\$1,487,720
Retirement Benefits	305,437	237,506	279,208	307,108
Health Insurance	205,490	180,018	235,800	297,956
Other Personnel Expenses	51,169	51,208	42,986	63,078
Personnel Services Subtotal	1,697,364	1,558,510	1,911,627	2,155,862
Operating Expenses				
Professional & Contract Services	532,601	490,706	504,727	550,727
Supplies & Materials	15,676	6,340	29,527	29,527
Repair & Maintenance	1,664	348	350	350
Interdepartmental Charges	236,590	263,991	239,807	382,139
Other Operating Expenses	48,748	25,450	10,250	10,250
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	835,279	786,835	784,661	972,993
TOTAL EXPENDITURES	\$2,532,643	\$2,345,345	\$2,696,288	\$3,128,855
Full Time Positions	10.00	10.00	15.00	16.00
Hourly/FTE Positions	1.00	1.00	4.50	4.50
Account: 0013610 Fund: General 0012530				

ABOUT

The Building & Code Enforcement Division serves to protect those who live and work in Carlsbad by enforcing building and safety standards contained in the State of California Building Codes and various municipal codes and policies.

Building inspection staff are the main point of contact for individuals wanting to build or modify a structure on their property. Staff provide guidance and review projects for conformance with state and local building standards, and once a permit has been issued authorizing construction, a building inspector is assigned to help the property owner ensure that the contractor's work is consistent with approved plans.

Code enforcement staff partner with the Carlsbad residents to promote and maintain a safe and desirable living and working environment, to improve the quality of Carlsbad's neighborhoods through education, enforcement, and abatement, and to respond to community concerns. The team's objective is not to be punitive, but to ensure awareness and compliance with established codes and regulations, to protect public health and safety, and help maintain a high quality of life for those who live, work and play in Carlsbad.

SERVICES

- Provide plan check, fee assessment, permit issuance and inspection for compliance with adopted state and local codes including recycling, storm water, energy generation and conservation
- Act as a resource to the city's residents and business partners for questions and to provide historical documents related to construction
- Provide information related to ongoing construction projects
- Receive and process requests for construction plans for existing buildings
- Maintain records during construction and prepare files for electronic conversion
- Enforce zoning, building codes, general property maintenance, and miscellaneous municipal codes. Code enforcement is a responsibility shared by many city departments and entails the cooperation of residents and businesses

RECENT ACCOMPLISHMENTS

- Plan checked and issued over 4,500 building permits valued at over \$165 million
- All building inspectors completed initial or refresher training for the State of California Safety Assessment Program Disaster Service Worker Certification
- Continued migration of metadata of historical files into HP Records Management for future public access
- On track to close over 1,700 code enforcement cases in fiscal year 2020-21
- Implemented a tracking mechanism for waste management
- Created a mechanism to help ensure Climate Action Plan compliance on building permits
- Building inspection staff achieved 100% State of California Safety Assessment Program Certification
- Building inspection became a member of California Building Officials and the International Code Council as a government member

GOALS | OBJECTIVES | PRIORITIES

- Maintain a high level of service with a focus on creating more efficient processes related to permit self-service, online records research, counter scheduling, and online permit application and project plan submittal
- Draft a pilot program for online project submittal and electronic plan review for non-structural residential remodels, decks, solar installations, patio covers and HVAC systems
- Continue to review and permit more inspection types into the Video Inspection Program
- Continue to modernize and expand code enforcement efforts to continuously seek improvements and innovation in the delivery of services, sustain an extraordinary built community, and comply with new state regulations
- Continue to develop the city's code enforcement team through comprehensive education and certification following industry standards set by the California Association of Code Enforcement Officers
- Participate in the International Code Council triennial code adoption process for the next three years, proposing and voting for code changes that will be adopted into the California Codes in 2023

COMMUNITY SERVICES | HOUSING SERVICES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$290,028	\$383,349	\$338,373	\$349,857
Retirement Benefits	46,839	45,369	84,319	65,839
Health Insurance	21,554	40,415	52,427	38,529
Other Personnel Expenses	10,205	10,601	10,893	14,792
Personnel Services Subtotal	368,626	479,734	486,012	469,017
Operating Expenses				
Professional & Contract Services	416,048	310,572	439,217	3,972,012
Supplies & Materials	20,555	16,079	13,600	16,600
Repair & Maintenance	1,699	110	0	0
Interdepartmental Charges	144,530	152,401	131,779	121,576
Other Operating Expenses	10,771	3,452	37,527	49,527
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	593,603	482,614	622,123	4,159,715
TOTAL EXPENDITURES	\$962,229	\$962,348	\$1,108,135	\$4,628,732
General Fund	\$962,229	\$962,348	\$1,078,135	\$4,598,732
Special Revenue	0	0	30,000	30,000
TOTAL FUNDING	\$ 962,229	\$ 962,348	\$ 1,108,135	\$ 4,628,732
Full Time Positions	4.30	8.78	3.78	3.00
Hourly/FTE Positions	1.84	5.50	2.00	2.00
<i>Account:</i>	<i>0012510</i>	<i>Fund: General</i>		
	<i>0012520</i>	<i>General</i>		
	<i>1502810</i>	<i>Special Revenue – Community Grants</i>		

ABOUT

Housing Services provides various programs, activities and services that assist in the effort to sustain an extraordinary Carlsbad community. These include disbursing community grants, delivering community education programs, funding the Carlsbad Service Center and supporting the Carlsbad Housing Commission.

SERVICES

- Provide financial assistance to community organizations, teams and special events that benefit and enrich the residents of Carlsbad in compliance with city council policies
- Through the Agricultural Conversion Mitigation Fee program, fund projects that improve agricultural lands for continued agricultural production, protect and enhance the coastal and lagoon environment, improve lagoon nature centers, and restore beaches for public use
- Provide community education programs, including the Carlsbad Student Leader Academy, for high school students, and CityStuff, for third grade students

- Provide low income and homeless services support, including funding to the Carlsbad Services Center, which offers temporary day labor employment services, employment training and readiness, access to benefits, basic needs, rental assistance and case management
- Provide technical and administrative support to the Carlsbad Housing Commission

RECENT ACCOMPLISHMENTS

- Commenced the Carlsbad Student Leader Academy in spring 2020 with 20 high school student participants, in partnership with the YouSchool and Servant Leadership Institute
- In response to COVID-19, modified the Carlsbad Student Leader Academy program to continue virtually as soon as summer 2021; this program has provided leadership training to 100+ Carlsbad high school aged residents thus far
- Began the CityStuff program in spring 2020 and engaged 1,127 third grade students in 54 classrooms, in partnership with 14 local elementary schools and 32 community volunteers
- In response to COVID-19, implemented alternative options to all classrooms participating in the CityStuff program to offer the curriculum online and provide additional virtual assistance
- Developed guidelines for the resale of city-acquired affordable housing units

GOALS | OBJECTIVES | PRIORITIES

- Implement the Community Activity Grant, Special Events Grant, Community Spirit Grant, and Winning Teams Grant programs, and process applications for assistance that are consistent with the city council policies
- Continue to support the Agricultural Conversion Mitigation Fee program
- Provide education focused on civic proficiency and leadership to Carlsbad youth
- Provide technical and administrative support to the Carlsbad Housing Commission
- Continue to support the Carlsbad Service Center

COMMUNITY SERVICES |

HOUSING SERVICES: AFFORDABLE HOUSING TRUST FUND

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$91,355	\$173,859	\$110,572	\$246,169
Retirement Benefits	44,175	40,313	26,402	34,261
Health Insurance	7,335	14,973	6,986	29,827
Other Personnel Expenses	7,828	9,449	3,269	8,402
Personnel Services Subtotal	150,693	238,594	147,229	318,659
Operating Expenses				
Professional & Contract Services	316,372	294,455	489,267	489,267
Supplies & Materials	12,579	3,264	19,000	19,000
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	140,765	148,080	127,942	64,236
Other Operating Expenses	83,697	183,660	97,260	97,260
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	553,413	629,459	733,469	669,763
TOTAL EXPENDITURES	\$704,106	\$868,053	\$880,698	\$988,422
Full Time Positions	1.60	1.30	0.60	1.60
Hourly/FTE Positions	0.50	1.00	1.00	1.00

Account: 133, 134 Fund: Special Revenue

ABOUT

The Affordable Housing Trust Fund Program is the city’s primary source of affordable housing funding for low-income households. The Affordable Housing Trust Fund collects fees generated from the Inclusionary Housing In-Lieu Fee and the sale of affordable housing credits that satisfy a developer’s inclusionary housing obligation as well as loan repayments from existing developments. With these funds, the city provides affordable housing programs and low income and homeless services support, and financial assistance for residential developments that provide housing opportunities to low-income households.

SERVICES

- Research and develop new opportunities for affordable housing for low-income households through alternative product types and/or programs
- Ensure regulatory agreement compliance for all existing affordable housing developments for low-income households
- Administer the Minor Home Repair Program
- Provide funding for a flexible housing subsidy program for individuals and families who are homeless or at-risk of homelessness
- Provide funding to the Bridge-to-Housing network program

- Provide funding for case management services to those experiencing or who are at-risk of homelessness
- Negotiate and prepare financial assistance and loan documents for the construction of single-family and multi-family low-income affordable housing developments
- Continue to implement the Inclusionary Housing Ordinance by providing information to developers, the public, and city staff on the requirements of the ordinance
- Negotiate and prepare affordable housing agreements and density bonus agreements
- Monitor the development and operation of low-income affordable housing developments
- Assist with the development of low-income affordable housing developments from concept to construction

RECENT ACCOMPLISHMENTS

- Completed construction and sales on all 25 new ownership homes in Bressi Ranch, or Kensington, as well as at least six of 15 affordable accessory dwelling units at Poinsettia 61, or Treviso
- Completed Council Policy No. 90 – Administration of the Housing Trust Fund
- Completed land acquisition, ground lease and loan for construction of Windsor Pointe, a 50-unit affordable apartment community with permanent supportive services to homeless and lower-income veteran families, and people experiencing homelessness with mental health service needs

GOALS | OBJECTIVES | PRIORITIES

- Administer the Housing Trust Fund in accordance with Council Policy No. 90
- Continue to work with residential developers with inclusionary housing requirements to produce additional homes affordable to lower-income households
- Research and develop other programs and development opportunities to increase the supply of affordable housing for low-income households
- Preserve and improve the quality of the city’s existing housing stock
- Continue to provide low income and homeless services support

COMMUNITY SERVICES | HOUSING SERVICES: RENTAL ASSISTANCE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$312,439	\$265,237	\$300,769	\$349,333
Retirement Benefits	81,236	72,807	73,464	84,001
Health Insurance	43,266	26,911	38,636	64,097
Other Personnel Expenses	14,692	20,875	9,689	15,775
Personnel Services Subtotal	451,633	385,830	422,558	513,206
Operating Expenses				
Professional & Contract Services	33,832	33,304	34,000	34,000
Supplies & Materials	5,741	7,386	10,665	10,665
Repair & Maintenance	505	115	300	300
Interdepartmental Charges	150,866	117,645	115,743	200,472
Other Operating Expenses	6,836,887	7,287,973	7,139,800	7,139,800
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	7,027,831	7,446,423	7,300,508	7,385,237
TOTAL EXPENDITURES	\$7,479,464	\$7,832,253	\$7,723,066	\$7,898,443
Full Time Positions	4.60	4.00	4.00	5.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 190

Fund: Special Revenue

ABOUT

The federally-funded Section 8 rental assistance program provides monthly rental subsidies to very low-income households in Carlsbad and processes new participants into the program as additional funds are available from the federal government.

SERVICES

- Provide federal funding to subsidize rents for eligible low-income households
- Assist low-income households in the community with access to rental housing that is decent, safe, and sanitary
- Ensure the Section 8 tenant-based rental assistance program is being administered in compliance with federal regulations, federal guidelines, the Carlsbad Administrative Plan, and the Public Housing Agency Plan
- Achieve and maintain a lease rate that effectively and fully utilizes Section 8 program funding allocation
- Enable unemployed, under-employed, or under-educated low-income families to achieve economic independence from welfare
- Assist families to identify barriers to becoming self-sufficient
- Guide families for establishing a five-year goal and plan to self-sufficiency
- Coordinate needed support services and act as an advocate on behalf of the client

RECENT ACCOMPLISHMENTS

- Provided monthly rental assistance to approximately 550 very low and extremely low-income households
- Maintained a high level of service to participants while implementing safety protocols due to the COVID-19 pandemic
- Received additional funds from HUD to cover increased costs related to COVID-19 impacts

GOALS | OBJECTIVES | PRIORITIES

- Continue to operate the Section 8 program effectively, and seek additional funding as opportunities arise
- Complete intake and lease-up for rental assistance vouchers for 25 non-elderly, disabled participants

COMMUNITY SERVICES |

HOUSING SERVICES: COMMUNITY DEVELOPMENT BLOCK GRANT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$30,127	\$19,260	\$48,864	\$34,891
Retirement Benefits	12,043	9,726	11,718	8,513
Health Insurance	3,503	196	3,503	2,717
Other Personnel Expenses	1,584	2,472	1,558	1,478
Personnel Services Subtotal	47,257	31,654	65,643	47,599
Operating Expenses				
Professional & Contract Services	21,711	59,860	39,000	39,000
Supplies & Materials	0	3,506	3,500	3,500
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	750	948	500	1,200
Other Operating Expenses	439,684	228,185	547,000	547,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	462,145	292,499	590,000	590,700
TOTAL EXPENDITURES	\$509,402	\$324,153	\$655,643	\$638,299
Full Time Positions	0.65	0.57	0.57	0.40
Hourly/FTE Positions	0.00	0.50	0.00	0.00

Account: 391

Fund: Special Revenue

ABOUT

The Community Development Block Grant program represents federal funds provided to the city to develop viable urban communities through the provision of decent housing, a suitable living environment and by expanding economic opportunities for lower-income persons. This program in the City of Carlsbad is focused on providing specific benefit to low-income residents, with serving the city's homeless population and providing affordable housing as the two highest priorities.

SERVICES

- Prepare and implement a five-year consolidated plan for submittal to U.S. Department of Housing and Urban Development
- Provide staff support to the CDBG Funding Advisory Committee and the City Council in the selection process for identifying activities to be included in the Annual Action Plan for the CDBG Program
- Ensure that documentation is maintained to meet compliance with HUD established guidelines for continued CDBG funding
- Monitor activities of grant sub-recipients to ensure timeliness of funds and beneficiaries assisted
- Amend the Annual Action Plan as necessary to meet the needs of the community when additional funding is available

- Prepare the Consolidated Annual Performance and Evaluation Report for public review and comment and final submission to HUD
- Partner with a non-profit legal advisor to provide fair housing and tenant-landlord dispute counseling and education programs

RECENT ACCOMPLISHMENTS

- Provided funding assistance to seven non-profit, non-city organizations to provide services to low-income households with a focus on affordable housing, supportive services to low-income and special needs populations, and assistance in the prevention and reduction of homeless residents in Carlsbad
- Expended CDBG funds to purchase resales of affordable ownership units to be resold to low or very low-income buyers; three homes were purchased in fiscal year 2020-21
- Expended CDBG funds to assist in the acquisition of land for the 50-unit Windsor Pointe affordable apartment community, with permanent supportive services to homeless and lower-income veteran families, and people experiencing homelessness with mental health service needs
- Successfully submitted the Consolidated Annual Performance Evaluation Report for fiscal year 2019-20
- Successfully submitted the Annual Action Plan for fiscal year 2020-21
- Partnered with municipalities throughout San Diego County to successfully support furthering fair housing choices for all residents
- Submitted the five-year Consolidated Plan for fiscal years 2020-25
- Successfully completed and submitted the five-year Analysis of Impediments for fiscal years 2020-25
- Provided additional funding assistance of \$1.2 million in supplemental allocations to grant sub-recipients to be used to prevent, prepare for, and respond to the coronavirus

GOALS | OBJECTIVES | PRIORITIES

- Successful completion and submission of the fiscal year 2020-21 Consolidated Annual Plan Evaluation Report
- Project identification and related expenditure plan for CDBG funds to provide for additional affordable housing opportunities for low-income households, with specific focus on those experiencing homelessness
- Identification of additional programs that can be funded through the CDBG program to assist the homeless residents of Carlsbad

COMMUNITY SERVICES | HOUSING SERVICES: SUCCESSOR AGENCY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$47,752	\$22,838	\$30,004	\$0
Retirement Benefits	19,343	13,170	7,196	0
Health Insurance	8,061	146	2,158	0
Other Personnel Expenses	2,672	3,315	952	0
Personnel Services Subtotal	77,828	39,469	40,310	0
Operating Expenses				
Professional & Contract Services	681	6,008	38,000	25,000
Supplies & Materials	7,686	7,060	11,000	0
Repair & Maintenance	0	0	1,500	0
Interdepartmental Charges	44,267	45,660	46,005	7,295
Other Operating Expenses	1,639,106	1,115,400	1,796,708	1,035,200
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,691,740	1,174,128	1,893,213	1,067,495
TOTAL EXPENDITURES	\$1,769,568	\$1,213,597	\$1,933,523	\$1,067,495
Full Time Positions	0.85	0.35	0.35	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 801

Fund: Trust Fund

ABOUT

The successor agency is responsible for preparing a recognized obligation payments schedule as detailed by the State of California's Department of Finance, listing the enforceable obligations of the former redevelopment agency and their source of payment. This payment schedule is subject to approval by the countywide oversight board.

SERVICES

- Participate in activities associated with the dissolution of the redevelopment agency
- Ensure payment of all debt obligations as approved by the Oversight Board

RECENT ACCOMPLISHMENTS

- Processed Recognized Obligations Payment Schedule for fiscal year 2021-22 for approval by the countywide oversight board
- Received loan repayment from the successor agency and funding for payment on redevelopment bond

GOALS | OBJECTIVES | PRIORITIES

- Continue to take actions to dissolve the former redevelopment agency in a timely manner and ensure repayment of all approved debt obligations

COMMUNITY SERVICES | HOUSING SERVICES: TYLER COURT APARTMENTS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$0	\$0
Retirement Benefits	0	0	0	0
Health Insurance	0	0	0	0
Other Personnel Expenses	0	0	0	0
Personnel Services Subtotal	0	0	0	0
Operating Expenses				
Professional & Contract Services	192,932	304,613	309,546	305,230
Supplies & Materials	178,279	149,770	255,037	167,711
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	0	0
Other Operating Expenses	134,826	39,644	38,685	48,249
Capital Outlay	54,531	3,116	5,120	119,797
Operating Expenses Subtotal	560,568	497,143	608,388	640,987
TOTAL EXPENDITURES	\$560,568	\$497,143	\$608,388	\$640,987
Full Time Positions	0.00	0.00	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 806

Fund: Special Revenue Fund

ABOUT

Tyler Court Senior Apartments is a city-owned 75-unit apartment complex. This complex provides for 100% affordable housing to senior households with incomes at 30% and 50% of the San Diego County Area median incomes. The city has an agreement with a third party to manage the day-to-day operations of the apartment complex. The property is intended to remain a senior-only development according to its approved conditional use permit and continues to have income and rent restrictions to be affordable to very low and extremely low-income households.

SERVICES

- Provide affordable housing to the senior community

GOALS | OBJECTIVES | PRIORITIES

- Continue to support the low-income senior community by offering affordable housing with income and restrictions

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$5,637,609	\$5,853,737	\$6,296,303	\$6,385,017
Retirement Benefits	1,192,438	1,065,603	1,107,392	1,066,402
Health Insurance	558,617	570,108	641,553	718,917
Other Personnel Expenses	285,752	271,854	176,604	239,379
Personnel Services Subtotal	7,674,416	7,761,302	8,221,852	8,409,715
Operating Expenses				
Professional & Contract Services	670,957	565,152	685,010	797,429
Supplies & Materials	1,506,185	1,149,355	1,454,292	1,371,112
Repair & Maintenance	44,187	43,662	49,075	10,273
Interdepartmental Charges	2,683,080	3,144,952	2,857,734	3,195,050
Other Operating Expenses	552,684	530,040	579,200	518,996
Capital Outlay	170,984	82,463	0	0
Operating Expenses Subtotal	5,628,077	5,515,624	5,625,311	5,892,860
TOTAL EXPENDITURES	\$13,302,493	\$13,276,926	\$13,847,163	\$14,302,575
General Fund	\$12,969,709	\$13,030,148	\$13,291,868	\$13,780,555
Special Revenue Fund	332,784	246,778	555,295	522,020
TOTAL FUNDING	\$13,302,493	\$13,276,926	\$13,847,163	\$14,302,575
Full Time Positions	50.50	52.50	52.50	52.50
Hourly/FTE Positions	59.83	61.66	62.06	63.66

LIBRARY & CULTURAL ARTS

- Administration
- Circulation Services
- Reference, Genealogy & Carlsbad History Services
- Children's Services
- Collections & Technical Services
- Bilingual, Literacy & Lifelong Learning Services
- Community Relations
- Cultural Arts

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: ADMINISTRATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,203,324	\$1,186,404	\$1,283,986	\$1,242,852
Retirement Benefits	336,757	273,527	283,433	272,779
Health Insurance	158,599	121,529	124,564	166,532
Other Personnel Expenses	50,474	48,244	36,536	46,208
Personnel Services Subtotal	1,749,154	1,629,704	1,728,519	1,728,371
Operating Expenses				
Professional & Contract Services	133,433	152,110	25,700	44,550
Supplies & Materials	120,090	108,870	131,012	99,756
Repair & Maintenance	42,042	41,821	45,855	7,053
Interdepartmental Charges	479,852	551,754	693,003	756,339
Other Operating Expenses	537,048	517,854	578,600	518,996
Capital Outlay	124,932	78,354	0	0
Operating Expenses Subtotal	1,437,397	1,450,763	1,474,170	1,426,694
TOTAL EXPENDITURES	\$3,186,551	\$3,080,467	\$3,202,689	\$3,155,065
Full Time Positions	12.00	12.00	12.00	12.00
Hourly/FTE Positions	3.83	3.82	3.82	3.82

Account: 0014010 Fund: General

ABOUT

Library & Cultural Arts Administration provides management and leadership for the delivery of library and cultural arts programs and services; plans for the efficient use of resources and facilities; coordinates relations with local, state and federal government agencies; and provides liaison services, resource assistance and technical guidance to Library Board of Trustees, Arts Commission, Historic Preservation Commission, the Friends of the Carlsbad Library, the Carlsbad Library & Arts Foundation, the Carlsbad Friends of the Arts and the Serra Cooperative Library System.

SERVICES

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

RECENT ACCOMPLISHMENTS

- Welcomed new organizational leaders, including a new library director and two new deputy library directors
- Adjusted services in response to COVID-19 to provide continuous resources to the community for the duration of the pandemic, including supporting staff in every division to provide curbside and virtual services as alternatives to in-person services
- Developed the framework for integrating the library's patron account system with the city's system for accepting payments to improve accuracy and efficiency
- Acquired a queuing application in partnership with the Information Technology Department to manage capacity in library facilities as they return to in-person services

GOALS | OBJECTIVES | PRIORITIES

- As the COVID-19 pandemic retreats, return to full-services utilizing lessons learned to provide a combination of in-person and virtual programs and services
- With new leadership in place, develop fresh goals and strategies to provide the best possible service to the community
- Institutionalize ongoing talent management and succession planning practices
- Examine and adjust staffing models to optimize service levels
- Carefully manage department resources in a shifting economic environment

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CIRCULATION SERVICES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$869,886	\$934,856	\$936,680	\$948,762
Retirement Benefits	108,809	109,433	104,014	93,502
Health Insurance	40,944	54,158	58,219	59,454
Other Personnel Expenses	54,765	50,810	26,123	38,161
Personnel Services Subtotal	1,074,404	1,149,257	1,125,036	1,139,879
Operating Expenses				
Professional & Contract Services	0	0	0	0
Supplies & Materials	20,908	4,978	12,500	12,500
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	173,810	205,512	113,375	143,328
Other Operating Expenses	0	0	0	0
Capital Outlay	5,908	0	0	0
Operating Expenses Subtotal	200,626	210,490	125,875	155,828
TOTAL EXPENDITURES	\$1,275,030	\$1,359,747	\$1,250,911	\$1,295,707
Full Time Positions	4.50	4.50	4.50	4.50
Hourly/FTE Positions	20.68	20.68	20.68	20.68

Account: 0014015

Fund: General

ABOUT

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

SERVICES

- Respond to in-person, telephone, and email account inquiries
- Issue new and replacement library cards to borrowers and internet users
- Circulate print and audiovisual materials and answer collection related questions
- Track reserved and overdue items and sort, organize and shelve all library materials
- Collect fines and fees, reconcile daily 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 and deliver to the City of Carlsbad Fire Department for proper disposal
- Conduct an annual inventory of the collection
- Maintain accuracy of user records through reports

RECENT ACCOMPLISHMENTS

- Created and implemented a plan to provide curbside delivery of library items and program supplies in response to the COVID-19 pandemic, utilizing staff from all library divisions and Parks & Recreation
- Delivered over 200,000 physical items via curbside service
- Accepted more than 22,000 mail-in ballots during the November 2020 election
- Participated in the launch and testing of technology to streamline and improve community member experiences, including the internal cashiering system, Carlsbad Connects app and online web bill pay
- Tested the new self-check interface, which simplifies the patron experience

GOALS | OBJECTIVES | PRIORITIES

- Explore digital library card applications, mobile checkout devices and other efficiencies to improve the customer experience
- Continue to improve the curbside material checkout experience
- Create a hybrid in-person and curbside circulation model
- Work with Information Technology partners to improve the library patron database systems for a consistent patron experience
- Transition staff to a web-based interface for the library patron database
- Continue to expand the collection of staff training videos as new technology and software are introduced

**COMMUNITY SERVICES |
LIBRARY & CULTURAL ARTS: REFERENCE, GENEALOGY &
CARLSBAD HISTORY SERVICES**

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,284,739	\$1,354,842	\$1,475,555	\$1,496,551
Retirement Benefits	248,526	234,870	243,601	231,378
Health Insurance	87,605	99,799	107,905	141,457
Other Personnel Expenses	67,294	64,368	40,181	54,466
Personnel Services Subtotal	1,688,164	1,753,879	1,867,242	1,923,852
Operating Expenses				
Professional & Contract Services	207	135	1,700	5,249
Supplies & Materials	8,806	10,894	16,699	9,798
Repair & Maintenance	1,770	1,204	1,920	1,920
Interdepartmental Charges	877,169	1,014,348	932,387	1,003,207
Other Operating Expenses	837	912	0	0
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	888,789	1,027,493	952,706	1,020,174
TOTAL EXPENDITURES	\$2,576,953	\$2,781,372	\$2,819,948	\$2,944,026
Full Time Positions	11.00	11.00	11.00	11.00
Hourly/FTE Positions	15.35	15.35	15.35	15.35

Account: 0014016 Fund: General

ABOUT

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 readers’ 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 to provide educational genealogy programs for the community, and with the city’s Historic Preservation Commission to support their work. Both areas support patrons’ increasing use of technology through digital literacy training and access to emerging technologies.

SERVICES

- Respond to in-person, telephone, email and text reference questions; provide instruction, classes and tours; assist the public with access to digital resources; and 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, audiovisual materials, magazines, newspapers and other library materials

- Provide community outreach activities such as visits to schools, senior centers, farmers' markets and other community groups
- Manage the selection and organization of print and digital genealogy and Carlsbad history resources, preserve archival collections, and provide instruction and assistance to patrons of all ages researching genealogy or local history
- Coordinate with the North San Diego County Genealogical Society to schedule and provide free educational genealogy programs
- Support the work of the City of Carlsbad's Historic Preservation Commission through research, digitization and programming

RECENT ACCOMPLISHMENTS

- Created connections for adults and teens by adapting book clubs and teen advisory board to engaging virtual platforms
- Increased collections of eBooks and eAudiobooks, added 14 electronic databases and introduced new app to Carlsbad school districts to expand students' library materials access
- Offered safe, limited internet computer access, mobile printing and browsing for adults and teens while adhering to COVID-19 restrictions
- Developed robust library-wide staff trainings in video and online platforms for staff
- Broadened the Grow Your Garden program partnership with Carlsbad Community Gardens to distribute vegetable seeds through curbside pickup to the community
- Expanded homebound program to serve community members in need affected by COVID-19
- Transcribed oral histories in Carlsbad History Collection making the content of the recordings keyword searchable. Completed pilot project to record oral histories remotely with Zoom
- Digitized Carlsbad High School Yearbooks, 1958-2015, in the Carlsbad History Collection and Scanned 4,000 photographic prints in the Historic Photo Collection to archival standards
- Completed collection management projects in the Genealogy Collection including a complete inventory, shelf-shift and weed of materials
- Piloted a series of on-demand genealogy education videos posted to the city's YouTube channel
- Offered live virtual educational genealogy programs through the city's partnership with the North San Diego County Genealogical Society, providing remote access to all seven genealogy research databases and completing research via phone and email for patrons
- Created research files and digitized resources to support the work of the City of Carlsbad's Historic Preservation Commission

GOALS | OBJECTIVES | PRIORITIES

- Deliver newly designed Exploration HUB workshops
- Launch a new author programming team to discover, evaluate and create or augment programming with author visits to the library or virtually
- Increase access to digitized archival materials located in the Carlsbad History Collection through the selection and population of an improved digital asset management system

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CHILDREN'S SERVICES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$638,805	\$643,316	\$697,071	\$707,990
Retirement Benefits	146,113	125,364	127,899	127,331
Health Insurance	97,165	93,565	100,503	99,489
Other Personnel Expenses	33,788	31,529	19,890	27,004
Personnel Services Subtotal	915,871	893,774	945,363	961,814
Operating Expenses				
Professional & Contract Services	0	0	0	0
Supplies & Materials	11,844	11,645	5,795	2,900
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	351,627	423,756	353,548	376,200
Other Operating Expenses	0	0	0	0
Capital Outlay	26,201	0	0	0
Operating Expenses Subtotal	389,672	435,401	359,343	379,100
TOTAL EXPENDITURES	\$1,305,543	\$1,329,175	\$1,304,706	\$1,340,914
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	5.55	5.55	5.55	5.55

Account: 0014035

Fund: General

ABOUT

The Children's Services Division supports the educational, literacy, informational, cultural and recreational needs of young patrons from babies through middle school-aged children. Youth-related reference and readers' advisory services are also offered to parents, caregivers and teachers.

SERVICES

- Develop and present educational programs for children year-round, including weekly early literacy and educational programs, as well as special reading programs such as the annual Summer Reading Adventure
- Promote literacy and the enjoyment of reading by connecting children with books through personal interactions, programs and development of an age-appropriate collection
- Support digital literacy for children by providing computers with early literacy programs, internet access and educational games as well as remote access to digital databases for homework assistance
- Answer reference questions and assist in using the collection and internet computers for research and homework
- Manage the Homework Zone program, which offers children in grades 1-12 personalized homework assistance provided by volunteers
- Provide library instruction and tours for children and youth-related groups

- Build community connections through story times, book talks and instructional sessions at local schools and special events throughout the city
- Provide leadership opportunities and community service hours for teens

RECENT ACCOMPLISHMENTS

- Implemented weekly virtual children’s programs live on Facebook and Zoom
- Adapted to a fully virtual Summer Reading Adventure to align with COVID-19 guidelines, including curbside delivery of reading rewards and virtual performances
- Created engaging and interactive experiences for children such as digital escape rooms and online interactive stories
- Bolstered remote readers’ advisory services through the creation of online recommended reading lists and reading recommendations form
- Participated in learning and development opportunities to successfully implement virtual programs and services to children and their families
- Maintained relationships with community partners such as Love on a Leash and local schools to provide unique virtual children’s programs and outreach
- Offered safe, limited internet computer access, including mobile printing and browsing for children and their families

GOALS | OBJECTIVES | PRIORITIES

- Strengthen early literacy efforts by launching “1,000 Books Before Kindergarten” program
- Implement systemwide story time program standards
- Design and implement STEAM exploration and experiences for children and their families in the Leichtag Family Foundation Discovery Room
- Design and implement improvements to the Cole Children’s picture book area to provide a more attractive and interactive experience for young children and their families

COMMUNITY SERVICES |

LIBRARY & CULTURAL ARTS: COLLECTIONS & TECHNICAL SERVICES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$536,015	\$571,168	\$590,667	\$599,069
Retirement Benefits	140,045	126,315	125,371	124,605
Health Insurance	76,874	83,845	90,138	84,483
Other Personnel Expenses	27,439	25,755	17,308	23,228
Personnel Services Subtotal	780,373	807,083	823,484	831,385
Operating Expenses				
Professional & Contract Services	86,839	41,737	29,750	13,325
Supplies & Materials	1,218,800	895,706	1,153,389	1,109,389
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	136,204	166,164	180,240	201,943
Other Operating Expenses	419	456	0	0
Capital Outlay	4,625	4,109	0	0
Operating Expenses Subtotal	1,446,887	1,108,172	1,363,379	1,324,657
TOTAL EXPENDITURES	\$2,227,260	\$1,915,255	\$2,186,863	\$2,156,042
TOTAL FUNDING				
General Fund	\$2,079,500	\$1,812,494	\$1,960,663	\$1,963,006
Special Revenue Fund	147,760	102,761	226,200	193,036
TOTAL FUNDING	\$2,227,260	\$1,915,255	\$2,186,863	\$2,156,042
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	2.88	2.88	2.88	2.88
Account:	0014040	Fund:	General	
	1454010		Special Revenue-Gifts/Benefits	
	1454011		Special Revenue-Friends of the Library	

ABOUT

Collections & Technical Services coordinates the selection of materials and manages collection development and maintenance for all library facilities. Staff oversee selection, ordering, invoicing and acquisition of library materials for the public, in both physical and electronic formats. Staff also catalog and prepare library materials for public use, evaluate new content formats, devise new cataloging and processing procedures as new formats are added and evaluate usage patterns for electronic formats.

SERVICES

- Manage the selection of library materials in accordance with collection development policies and industry practices to continue to meet the educational, lifelong learning and entertainment needs of the community
- Source and purchase library materials, in physical and electronic format
- Track the ordering and invoicing of materials, working with department and city staff to ensure timely payment to vendors

- Create and maintain database records and label materials to allow patrons to discover and locate items of interest
- Manage and reorganize physical shelving and location of materials as required to assist patrons in finding materials of interest
- Perform Interlibrary Loans to provide patron access to materials outside the Carlsbad collection
- Coordinate the removal of out-of-date or damaged materials to maintain a current and desirable collection
- Use vendor reporting portals to track and assess patron use of electronic content

RECENT ACCOMPLISHMENTS

- Shifted budget allocations and staff time to support patrons' ability to access more eBooks and eAudio books during the COVID-19 pandemic
- Implemented innovative approaches to eBook circulation, including concurrent access to titles where available, and a vendor service to provide better access to the top in-demand titles
- Identified and worked with other divisions to add new eResources, including streaming video services and over 2,000 eComics, in response to increased patron demand for online access to popular digital content
- Created direct access in the public catalog interface to more than 18,000 eBook and eMagazine titles provided by the State of California and more than 60,000 public domain classic eBook titles
- Developed a new workflow and procedures to allow staff to work remotely while performing all division functions and maintaining continuity of major division services for the duration of the COVID-19 pandemic
- Modified labeling, shelving locations and database indexing to improve access and increase findability of library materials such as in young adult fiction, music CDs and early literacy books

GOALS | OBJECTIVES | PRIORITIES

- Review the library collections for diversity, equity, and inclusion to reflect best practices in maintaining a timely, relevant and welcoming collection
- Perform a scheduled update of the Collection Development Policy to ensure both currency and continuity of high standards in collection management
- Enhance patron access by updating labels, shelving locations and database indexing where appropriate
- Participate in market and product analysis of discovery layer software with an eye towards providing next generation catalog findability and patron access to the library collections, both physical and electronic

COMMUNITY SERVICES |
LIBRARY & CULTURAL ARTS: BILINGUAL, LITERACY & LIFELONG
LEARNING SERVICES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$363,504	\$372,380	\$456,495	\$459,048
Retirement Benefits	66,491	62,788	75,604	69,403
Health Insurance	12,708	24,249	52,716	36,866
Other Personnel Expenses	21,425	19,569	12,919	17,862
Personnel Services Subtotal	464,128	478,986	597,734	583,179
Operating Expenses				
Professional & Contract Services	1,744	6,362	1,575	1,575
Supplies & Materials	44,435	34,696	6,155	7,515
Repair & Maintenance	90	66	300	300
Interdepartmental Charges	456,462	538,416	407,358	456,757
Other Operating Expenses	7,507	8,943	600	0
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	510,238	588,483	415,988	466,147
TOTAL EXPENDITURES	\$974,366	\$1,067,469	\$1,013,722	\$1,049,326
Full Time Positions	3.00	4.00	4.00	4.00
Hourly/FTE Positions	5.66	5.67	6.07	5.67

Account: 001405X Fund: General

ABOUT

The Library Learning Center offers general library programs and services in addition to childhood, family and adult literacy programs, collections and activities. A unique aspect of the Learning Center is the integration of library services and direct reading and writing instruction across all ages and stages of language and literacy learning from English-language acquisition through high school diploma achievement. These services are provided through the collaboration of two library divisions, Bilingual Services and Literacy Services that provide specialized library services and programs to English and Spanish-speaking patrons and community members wanting to explore the language.

SERVICES

- Provide access to English/Spanish, bilingual and literacy materials for all ages
- Offer reading and writing help by trained volunteer tutors for English-speaking adults to meet their life goals
- Provide English as a Second Language (ESL) classes in partnership with MiraCosta College
- Provide children’s activities in English, Spanish, and bilingual English/Spanish
- Facilitate the Homework Zone program, which offers homework assistance to school-age students by volunteers
- Offer intensive reading help to elementary school-age children
- Manage an accredited Career Online High School diploma program and support students

- Provide teen programs, concerts, and family events
- Offer book clubs, including Spanish-language and literacy book clubs
- Provide learning assistance in reading, writing and comprehension to students in partnership with Carlsbad High School

RECENT ACCOMPLISHMENTS

- Offered virtual programming and hybrid models with programs and events
- Developed new digital literacy/technology capability that will serve Literacy Services learners
- Built capacity for family literacy programming supported with new California Library Literacy Services grant funding

GOALS | OBJECTIVES | PRIORITIES

- Re-establish English as a Second Language class offerings in partnership with MiraCosta College to include additional conversation skills classes
- Seek external partner to provide tax preparation assistance
- Onboard new Principal Librarian; re-establish staffing levels commensurate with services and open hours
- Redesign the Learning Center's public service areas for enhanced safety, ergonomics and customer service

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: COMMUNITY RELATIONS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$268,291	\$240,524	\$287,956	\$275,713
Retirement Benefits	51,485	42,091	44,213	41,236
Health Insurance	45,104	37,951	40,687	44,244
Other Personnel Expenses	11,119	10,459	7,622	9,690
Personnel Services Subtotal	375,999	331,025	380,478	370,883
Operating Expenses				
Professional & Contract Services	132,228	49,306	62,800	71,000
Supplies & Materials	60,666	56,152	116,547	98,350
Repair & Maintenance	285	557	1,000	1,000
Interdepartmental Charges	116,627	141,012	104,840	119,466
Other Operating Expenses	0	36	0	0
Capital Outlay	7,917	0	0	0
Operating Expenses Subtotal	317,723	247,063	285,187	289,816
TOTAL EXPENDITURES	\$693,722	\$578,088	\$665,665	\$660,699
General Fund	\$540,111	\$463,581	\$464,955	\$469,465
Special Revenue Fund	153,611	114,507	200,710	191,234
TOTAL FUNDING	\$693,722	\$578,088	\$665,665	\$660,699
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	2.35	3.33	3.33	3.33
Account:	0014060		Fund:	General
	1454013			Special Revenue-Gartner Donation
	1454014			Special Revenue-Benson Donation

ABOUT

The Community Relations Division coordinates the development, delivery and assessment of programs for the community, performs outreach to promote departmental services and identifies community needs, advances 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 library venues. In addition, the Community Relations Division assists with internal communications and external publicity for the department through print and electronic publications, social media, digital signage and website and intranet management.

SERVICES

- Coordinate with the Communications & Engagement Department on marketing and publicity for library and cultural arts programs and services, including website communications, e-newsletters, social media initiatives and video productions
- Plan, execute and evaluate programs for adults including special events, author lectures, play readings, film series, poetry readings, writing workshops and concert series

- Manage the public rental use of three facilities including reservations, billing, room setup and technical support
- Provide technical and event support for library and cultural arts programs

RECENT ACCOMPLISHMENTS

- Provided filming and editing to support virtual programming via Zoom, Facebook and YouTube
- Managed internal and external communications regarding changes in service throughout the duration of the COVID-19 pandemic
- Provided ongoing marketing and publicity for virtual alternatives to library and cultural arts programs and services

GOALS | OBJECTIVES | PRIORITIES

- Re-establish programs presented in the auditorium
- Return to renting venues
- Create the design for the Ruby G. Schulman Auditorium audiovisual and lighting replacement within the CIP process
- Continue to support production of virtual programs and performances

COMMUNITY SERVICES | LIBRARY & CULTURAL ARTS: CULTURAL ARTS

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$473,045	\$550,247	\$567,893	\$655,032
Retirement Benefits	94,212	91,215	103,257	106,168
Health Insurance	39,618	55,012	66,821	86,392
Other Personnel Expenses	19,448	21,120	16,025	22,760
Personnel Services Subtotal	626,323	717,594	753,996	870,352
Operating Expenses				
Professional & Contract Services	316,506	315,502	563,485	661,730
Supplies & Materials	20,636	26,414	12,195	30,904
Repair & Maintenance	0	14	0	0
Interdepartmental Charges	91,329	103,990	72,983	137,810
Other Operating Expenses	6,873	1,839	0	0
Capital Outlay	1,401	0	0	0
Operating Expenses Subtotal	436,745	447,759	648,663	830,444
TOTAL EXPENDITURES	\$1,063,068	\$1,165,353	\$1,402,659	\$1,700,796
General Fund	\$1,031,655	\$1,135,843	\$1,274,274	\$1,563,046
Special Revenue Fund	31,413	29,510	128,385	137,750
TOTAL FUNDING	\$1,063,068	\$1,165,353	\$1,402,659	\$1,700,796
Full Time Positions	4.00	5.00	5.00	5.00
Hourly/FTE Positions	3.53	4.38	4.38	6.38
Account:	001406X	Fund:	General	
	148		Special Revenue-Special Events	
	175		Special Revenue-Schulman Endowment	

ABOUT

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

SERVICES

- 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
- Create, document and maintain the city's permanent and temporary public art collection
- Administer the Community Arts Grant program with the Carlsbad Arts Commission and community arts stakeholders
- Offer educational programs for youth and adults, including Three-Part Art, Family Open Studios and summer workshop intensives, as well as partnering with Parks & Recreation Department at Leo Carrillo Ranch Historic Park and community partners

- Implement programs featuring guest artist residencies and STEAM (Science, Technology, Engineering, Arts and Mathematics) initiatives with Carlsbad schools
- Produce nine TGIF Concerts in the Parks with pre-shows showcasing local talent
- Work closely with Carlsbad Friends of the Arts on building their leadership and fundraising capacity

RECENT ACCOMPLISHMENTS

- Presented two exhibits in the William D. Cannon Gallery: *Edges Frayed* and *Four Visions*, which focused on local artists and featured a virtual workshop and tour
- Transitioned Family Open Studios from in-person to virtual, coinciding with the Cannon Gallery exhibits
- Created at-home arts lessons for all ages, celebrating Black History Month and the Year of the Woman
- Launched a web-based grants management application to improve the community arts grant process to provide efficiency and a better user experience
- Planned numerous permanent installations, launched new temporary projects, assessed the status of the existing public art inventory and placed the city's first embedded artist per an initiative in the Arts & Culture Master Plan
- Hosted guest artist residencies including outreach to the community with schools and community groups such as La Posada de Guadalupe men's shelter
- Launched *Virtually Artful*, a performing arts series, and *Artist Talk*, an interview series, both reflecting programming trends in the arts and interests of an expanding audience

GOALS | OBJECTIVES | PRIORITIES

- Continue to address priority initiatives from the Arts & Culture Master Plan as directed by City Council
- Develop curriculum and arts outreach programming to further extend arts experiences throughout Carlsbad
- Create opportunities for residents to serve on arts committees alongside Arts Commissioners to increase community feedback on arts topics
- Develop the second phase of the STEAM (Science, Technology, Engineering, Arts and Mathematics) initiative focused on building curriculum for a school-year program with community partners
- Explore an art kit subscription program for teachers including professional development in arts education
- Explore new opportunities for virtual programming and the potential for a hybrid model with existing programs and events and the potential for community partnerships
- Add public art installations to respond to community interest including new murals, lighting installations and expansion of the Carlsbad Beach Chair throughout the city
- Continue public art maintenance and restoration process

COMMUNITY SERVICES | PARKS & RECREATION: SUMMARY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$6,075,224	\$6,366,613	\$6,891,761	\$7,026,639
Retirement Benefits	1,223,591	1,091,356	1,145,476	1,152,188
Health Insurance	499,377	509,416	629,667	746,925
Other Personnel Expenses	516,470	507,784	318,744	479,845
Personnel Services Subtotal	8,314,662	8,475,169	8,985,648	9,405,597
Operating Expenses				
Professional & Contract Services	5,583,800	6,241,274	6,691,136	7,326,523
Supplies & Materials	1,426,487	1,046,876	1,167,121	1,108,803
Repair & Maintenance	49,796	45,433	77,664	4,850
Interdepartmental Charges	1,502,012	1,609,380	1,541,470	1,956,645
Other Operating Expenses	9,021,384	8,345,686	8,231,820	9,073,911
Capital Outlay	833,556	555,031	172,000	108,000
Operating Expenses Subtotal	18,417,035	17,843,680	17,881,211	19,578,732
TOTAL EXPENDITURES	\$26,731,697	\$26,318,849	\$26,866,859	\$28,984,329
TOTAL FUNDING				
General Fund	\$17,165,407	\$17,584,182	\$17,993,237	\$19,278,168
Enterprise Fund	7,794,389	7,033,434	6,571,000	7,231,000
Special Revenue Fund	1,771,901	1,701,233	2,302,622	2,475,161
TOTAL FUNDING	\$26,731,697	\$26,318,849	\$26,866,859	\$28,984,329
Full Time Positions	55.00	55.00	55.00	56.00
Hourly/FTE Positions	89.61	89.61	77.83	80.26

PARKS & RECREATION

- Administration
- Recreation
- Parks and Trail Maintenance
- Street Tree Maintenance
- Median Maintenance
- The Crossings Golf Course

COMMUNITY SERVICES | PARKS & RECREATION: RECREATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$3,196,137	\$3,408,780	\$3,651,412	\$3,714,640
Retirement Benefits	441,588	417,981	423,392	429,754
Health Insurance	141,666	159,154	203,977	241,393
Other Personnel Expenses	321,829	310,525	187,305	292,354
Personnel Services Subtotal	4,101,220	4,296,440	4,466,086	4,678,141
Operating Expenses				
Professional & Contract Services	907,830	873,406	1,123,895	1,090,095
Supplies & Materials	758,271	654,168	709,803	655,350
Repair & Maintenance	4,417	1,669	3,050	4,050
Interdepartmental Charges	873,821	985,690	983,071	1,121,914
Other Operating Expenses	425,921	424,284	426,920	476,827
Capital Outlay	131,013	67,074	0	0
Operating Expenses Subtotal	3,101,273	3,006,291	3,246,739	3,348,236
TOTAL EXPENDITURES	\$7,202,493	\$7,302,731	\$7,712,825	\$8,026,377
General Fund	\$7,097,001	\$7,282,139	\$7,608,325	\$7,946,777
Special Revenue Fund	105,492	20,592	104,500	79,600
Total Funding	\$7,202,493	\$7,302,731	\$7,712,825	\$8,026,377
Full Time Positions	19.25	18.25	19.25	19.40
Hourly/FTE Positions	74.68	79.70	71.84	74.28
Account:	0014520-44	Fund:	General	
	0014546-73		General	
	143		Special Revenue-Senior Program Donations	

ABOUT

The Parks & Recreation Department offers a wide range of virtual and in-person programs and services, including youth and adult sports, instructional classes, camps, aquatics, preschool, teens, and special events. The department operates 336 acres of developed community parks and special use areas, featuring multi-use fields, tennis courts, dog parks, skate parks, playgrounds, two historic parks, a senior center, four multigenerational community centers and two aquatic centers.

SERVICES

- Provide information, enrollment, and registration services for programs and facilities
- Collect and account for revenue to ensure efficient and cost-effective programming
- Plan, conduct and supervise recreation operations and programs virtually, at community centers, and at 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
- Conduct cultural and historic park educational and interpretive programming

- Instill values of good sportsmanship and respect in all recreation activities through T.R.U.S.T. Program, or Teaching Respect, Unity and Sportsmanship through Teamwork
- Coordinate youth and adult competitive swim instruction and coaching
- Schedule use of pools for schools and clubs swim, water polo, and diving teams
- Educate the public and staff on first aid, CPR, 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 and healthy activities in a supervised environment
- Arrange classes, seminars, transportation and professional services for seniors
- Arrange intergenerational programs that increase cooperation and interaction
- Provide congregate (when applicable under county and state public health orders related to COVID-19) and home meals to seniors at little or no cost
- Manage volunteers which support the Senior Center, Leo Carrillo Ranch and special events

RECENT ACCOMPLISHMENTS

- Implemented innovative virtual and in-person educational class programming at the newly restored stable within Leo Carrillo Ranch Historic Park
- Partnered with the Office of Innovation and Economic Development to support the Age-Friendly Communities Project
- Presented session on eSports programs at California Parks and Recreation Society District 12 virtual workshop
- Received California Parks and Recreation Society District 12 Parks Make Life Better Spotlight Award for Lantern Festival: A Night of Light & Reflection
- Responded to COVID-19 restrictions by completing safe reopening plans, new procedures following state and county public health orders, rehiring staff, retraining staff on new procedures, and modifying and preparing the facilities
- Staffed parks with monitors for ensuring compliance with public health orders; attempted to educate non-compliant patrons and contacted the Police Department when unsuccessful
- Accommodated a significant increase in demand for the Senior Nutrition Meal Program due to COVID-19 impacts by redeploying staff to deliver meals to homebound seniors during lockdown periods and converting in-person dining at the senior center to curbside pick-up
- Provided numerous virtual recreation programs and events after cancelling in-person programs due to COVID-19 restrictions
- Designed, developed and launched Spanish language guides for Leo Carrillo Ranch exhibits and outdoor interpretive panels
- Completed design and installation of the Bunkroom Exhibit at Leo Carrillo Ranch

GOALS | OBJECTIVES | PRIORITIES

- Continue to accommodate a significant increase in demand for the Senior Nutrition Meal Program due to COVID-19 impacts
- Continue to offer opportunities for virtual recreation activities in order to adapt to the public's health concerns with in-person programs
- Continue to offer modified in-person recreation programs and issue permits for modified youth sports that follow state and county public health orders.
- Continue to monitor state and county public health orders for future reopening of facilities and activities, and then proceed with implementation accordingly.
- Expand adult 50+ opportunities and collaborations beyond the Senior Center

COMMUNITY SERVICES | PARKS & RECREATION: PARKS AND TRAIL MAINTENANCE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,338,424	\$1,294,611	\$1,518,927	\$1,498,373
Retirement Benefits	380,340	311,227	337,554	333,989
Health Insurance	206,355	212,629	256,115	297,641
Other Personnel Expenses	110,701	100,107	66,104	93,915
Personnel Services Subtotal	2,035,820	1,918,574	2,178,700	2,223,918
Operating Expenses				
Professional & Contract Services	3,467,616	4,111,422	3,813,391	4,367,891
Supplies & Materials	436,957	328,540	312,225	311,964
Repair & Maintenance	500	328	500	500
Interdepartmental Charges	465,867	501,436	426,242	580,718
Other Operating Expenses	1,216,285	1,145,543	1,232,100	1,273,770
Capital Outlay	2,542	13,820	0	0
Operating Expenses Subtotal	5,589,767	6,101,089	5,784,458	6,534,843
TOTAL EXPENDITURES	\$7,625,587	\$8,019,663	\$7,963,158	\$8,758,761
Full Time Positions	19.35	19.45	19.85	19.45
Hourly/FTE Positions	7.25	7.25	3.10	3.10

Account: 00146XX

Fund: General

ABOUT

The Parks & Recreation Department maintains approximately 336 acres of developed community parks and special use areas, 51 miles of trails, and 759 acres of habitat preserves, urban forests and undeveloped lands.

SERVICES

- Manage turf, irrigation, drainage and landscaping at parks, civic facilities, beach accesses, and school athletic fields
- Inspect and maintain restroom facilities and picnic areas
- Inspect and maintain tennis and basketball courts, soccer, softball and baseball and multi-purpose fields, and tot lots
- Repair park structures, athletic field lighting, play equipment and other park fixtures
- Prune all trees on a 4 to 4.5-year cycle and a 2 to 2.25-year supplemental cycle for high-maintenance trees
- Maintain existing citywide trails and coordinate development of new trails
- Manage trail volunteer program
- Oversee management and maintenance of preserves, urban forests, and undeveloped lands
- Coordinate coastal activities with the California Department of Parks and Recreation, California Coastal Commission and lagoon foundations

RECENT ACCOMPLISHMENTS

- Assumed ongoing maintenance and preservation of 15 acres of the city-acquired open space property on Aura Circle
- Resurfaced 10 tennis courts at Poinsettia Community Park
- Planted over 1,100 trees as part of the City Council-adopted Community Forest Management Plan Update
- Planned, bid and administered contract for retrofit to LED fixtures on pathway lights and parking lot lights at Stagecoach, Calavera Hills and Poinsettia Community Parks
- Assumed additional trash and restroom responsibilities from State of California Department of Parks & Recreation along Carlsbad Boulevard and the lower seawall
- Managed project to install a new cellular tower array at Calavera Hills Community Park
- Developed and received City Council approval of the expansion of the Parks & Recreation Department's Memorial Program to include additional memorial items and locations
- Revised and updated the scope of work for all parks maintenance services categories and advertised requests for bids on all five categories
- Reopened remaining amenities within the parks inventory under applicable state and county COVID-19 guidance and protocols
- Maintained city parks, preserves, and beach accesses in accordance with the county COVID-19 protocols, including supplemental sanitation services via an agreement with Urban Corps

GOALS | OBJECTIVES | PRIORITIES

- Assume maintenance responsibilities of the Calavera Hills Community Park Gateway upon completion of construction
- Assume maintenance responsibilities of the Poinsettia Community Park Phase IV Improvements
- Assume maintenance responsibilities at Buena Vista Reservoir Park upon completion of construction
- Continue to maintain city parks, preserves and beach accesses in accordance with the county COVID-19 protocols
- Provide staff and materials for a Beach Preservation Commission organized North Beach clean-up event
- Replant parks and trails trees within vacancies created by prior removals, and plant new parks and trails trees, in accordance with the Community Forest Management Plan

COMMUNITY SERVICES | PARKS & RECREATION: STREET TREE MAINTENANCE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$183,185	\$178,067	\$216,653	\$219,102
Retirement Benefits	49,386	45,310	48,104	47,992
Health Insurance	20,742	20,091	29,113	37,503
Other Personnel Expenses	13,392	13,281	9,343	13,932
Personnel Services Subtotal	266,705	256,749	303,213	318,529
Operating Expenses				
Professional & Contract Services	347,999	306,927	530,090	530,090
Supplies & Materials	5,267	8,392	27,550	25,620
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	29,819	-1,897	8,957	61,316
Other Operating Expenses	8,599	5,034	8,000	8,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	391,684	318,456	574,597	625,026
TOTAL EXPENDITURES	\$658,389	\$575,205	\$877,810	\$943,555
Full Time Positions	2.70	2.65	2.45	2.65
Hourly/FTE Positions	0.75	0.75	0.75	0.75

Account: 160

Fund: Special Revenue

ABOUT

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

SERVICES

- Inspect and prune city street trees on a 4 to 4.5-year cycle, and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Respond to approximately 600 street tree service requests and provide storm and emergency assistance as necessary
- Refine, support, administer and inspect canopy maintenance block pruning program
- Replant street trees within vacancies created by prior removals and plant new street trees within public rights of way, in accordance with the Community Forest Management Plan
- Assume maintenance responsibility of new street trees within approved developments

COMMUNITY SERVICES | PARKS & RECREATION: MEDIAN MAINTENANCE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$197,228	\$254,209	\$209,125	\$213,845
Retirement Benefits	47,522	43,541	46,673	46,938
Health Insurance	20,770	20,371	29,101	23,827
Other Personnel Expenses	12,153	11,984	8,642	12,823
Personnel Services Subtotal	277,673	330,105	293,541	297,433
Operating Expenses				
Professional & Contract Services	423,326	561,727	629,660	769,660
Supplies & Materials	9,012	569	31,400	31,313
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	(32,950)	(84,034)	(84,289)	(81,281)
Other Operating Expenses	283,441	268,780	351,300	352,290
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	682,829	747,042	928,071	1,071,982
TOTAL EXPENDITURES	\$960,502	\$1,077,147	\$1,221,612	\$1,369,415
Full Time Positions	2.25	2.20	2.00	2.20
Hourly/FTE Positions	0.78	0.78	0.78	0.78

Account: 161

Fund: Special Revenue

ABOUT

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

SERVICES

- Administer and oversee landscape and irrigation maintenance for all city median planters and developed parkways, including litter control, weed abatement, pruning, shrub and tree refurbishment and irrigation repairs
- Inspect and prune median trees on a 4 to 4.5-year cycle, and a 2 to 2.25-year supplemental cycle for high maintenance trees
- Replant median trees within vacancies created by prior removals and plant new median trees within public roadways, in accordance with the Community Forest Management Plan
- 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

COMMUNITY SERVICES |

PARKS & RECREATION: THE CROSSINGS GOLF COURSE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Operating Expenses				
Professional & Contract Services	272,249	220,032	285,000	269,000
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	0	0	0	0
Other Operating Expenses	6,990,393	6,411,296	6,114,000	6,854,000
Capital Outlay	531,747	402,106	172,000	108,000
Operating Expenses Subtotal	7,794,389	7,033,434	6,571,000	7,231,000
TOTAL EXPENDITURES	\$7,794,389	\$7,033,434	\$6,571,000	\$7,231,000
Full Time Positions	0.00	0.00	0.00	0.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 572

Fund: Enterprise

ABOUT

The Crossings at Carlsbad is an 18-hole municipal golf course and event facility. Amenities for public use include a 6,835-yard championship golf course, a clubhouse complete with a golf shop, players' lounge, banquet facilities, fireplace lit dining room, full-service kitchen, outdoor deck with ocean views, and a three miles of hiking trails that connect to Veterans Memorial Park. JC Management, Inc. manages this facility via an agreement with the Carlsbad Public Financing Authority.

SERVICES

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

RECENT ACCOMPLISHMENTS

- Implemented COVID-19 response through compliant, phased reopening plans in both golf activity and food and beverage operations to allow revenues to reestablish while ensuring protocols for patron safety remained firmly in place
- Enhanced wedding offerings by commencing the partial conversion of the existing women's locker room into a bridal preparation suite to further the appeal of The Crossings venue
- Initiated installation of a new monument sign at The Crossing Drive and Palomar Airport Road, for greater visibility of the course and restaurant

- Purchased and installed Combi rationale ovens in the kitchen of The Canyons restaurant, to expedite food preparation and service
- Completed irrigation coverage analysis and implemented adjustments to improve course
- Continued water conservation and turf replacement plan for areas out of play along Palomar Airport Road
- Tilled, replenished sand and improved drainage in selective bunkers near the greens
- Monitored construction for the replacement of the liners in the two lakes on the course
- Improved drainage on select fairways and greens
- Began upgrading equipment fleet with battery operated utility vehicle

GOALS | OBJECTIVES | PRIORITIES

- Execute a Capital Improvement Plan with projects that have an anticipated return on investment or are needed for maintenance effectiveness or safety considerations
- Install golf ball capture netting along the driving range and golf course maintenance facility for safety considerations

ADMINISTRATIVE SERVICES

The Administrative Services Branch serves as a key provider of both internal and external services to the city. The branch focuses on the delivery of financial, human resources, innovation, economic development and information technology related services to city staff and the public as well as promoting a strong local economy.

By supporting the city organization in maintaining efficient and effective operations, the departments within the Administrative Services Branch play a key role in ensuring prudent use of taxpayer resources as well as attracting and retaining a talented and engaged city workforce, and ensuring the economic vitality of the city.

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ADMINISTRATIVE SERVICES BRANCH

Administrative Services

Administration

Finance

Human Resources

Information Technology

Innovation &
Economic Development



ADMINISTRATIVE SERVICES | ADMINISTRATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$0	\$0	\$0	\$344,395
Retirement Benefits	0	0	0	80,653
Health Insurance	0	0	0	44,483
Other Personnel Expenses	0	0	0	10,251
Personnel Services Subtotal	0	0	0	479,782
Operating Expenses				
Professional & Contract Services	0	0	0	30,000
Supplies & Materials	0	0	0	5,290
Repair & Maintenance	0	0	0	200
Interdepartmental Charges	0	0	0	45,451
Other Operating Expenses	0	0	0	8,160
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	0	0	0	89,101
TOTAL EXPENDITURES	\$0	\$0	\$0	\$568,883
Full Time Positions	0.00	0.00	0.00	3.00
Hourly/FTE Positions	0.00	0.00	0.00	0.50

Account: 0011110 Fund: General

ABOUT

Administrative Services Administration provides leadership, strategic vision and administrative support to the Administrative Services Branch, comprised of Finance & Treasury, Human Resources & Risk Management, Information Technology, and Innovation & Economic Development. Administrative Services Administration works to add value to organizational processes and procedures to ensure best practices are instituted and support the broader goals of the organization.

SERVICES

- Leadership and management support
- Long-range financial management and budget oversight
- Internal audit

RECENT ACCOMPLISHMENTS

- Recommended a strategically balanced budget, maintaining City Council approved reserve levels

- Completed fiscal year 2019-20 Internal Audit Plan comprised of a city-wide cash count, a financial and compliance audit of The Crossings at Carlsbad Golf Course, credit card policy and procedures compliance audit, and transient occupancy tax audits
- Developed Internal Audit Plan for fiscal year 2020-21 comprising of compliance with city's procurement processes, code enforcement policies and procedures, and policy compliance with the Vice Narcotics Intelligence Unit buy fund

GOALS | OBJECTIVES | PRIORITIES

- Continue to ensure short and long-term financial status is healthy and sound
- Review opportunities for new and/or enhanced revenues
- Enhance training and resources for employees for job specific training and career development
- Continue to enhance transparency, accountability, and integrity in all operational areas
- Review Administrative Services policies and procedures to continuously update, enhance, and streamline

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Beginning this fiscal year, the Administrative Services Administration budget and the associated three full-time employees and one part-time employee was transferred from the Finance Department budget. For purposes of transparency and accountability, it will be presented and reported as a separate department within Administrative Services.

ADMINISTRATIVE SERVICES | FINANCE

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$2,355,362	\$2,726,186	\$2,858,592	\$2,524,627
Retirement Benefits	685,955	630,077	657,559	583,702
Health Insurance	340,102	379,662	420,038	411,702
Other Personnel Expenses	100,019	103,306	78,860	86,710
Personnel Services Subtotal	3,481,438	3,839,231	4,015,049	3,606,741
Operating Expenses				
Professional & Contract Services	743,228	809,639	905,365	923,350
Supplies & Materials	288,100	259,124	368,110	329,870
Repair & Maintenance	15,938	11,157	19,100	12,350
Interdepartmental Charges	417,086	477,881	419,642	480,063
Other Operating Expenses	248,603	220,670	262,450	277,013
Capital Outlay	1,401	0	0	3,000
Operating Expenses Subtotal	1,714,356	1,778,471	1,974,667	2,025,646
TOTAL EXPENDITURES	\$5,195,794	\$5,617,702	\$5,989,716	\$5,632,387
Full Time Positions	30.00	31.00	31.00	28.00
Hourly/FTE Positions	2.00	3.50	3.50	3.00

Account: 0011310 Fund: General

ABOUT

As a steward of the city's assets and liabilities, the Finance Department sets and implements a strategic financial management plan and provides information in an effective and timely manner, ensuring the city makes sound financial decisions.

SERVICES

- Long-range financial planning and budget management
- General accounting and reporting
- Treasury administration support
- Debt management
- Cashiering
- Purchasing
- Utility billing and business license
- Payroll and payment processing
- Receiving, messenger, and mail services

RECENT ACCOMPLISHMENTS

- Monitored the economy closely and continuously updated the city's Ten-Year Financial Forecast to ensure the General Fund remained in balance throughout the year
- Tracked and reported to the City Council all citywide costs related to COVID-19 and identified potential funding sources for costs over budget and revenue shortfalls
- Presented quarterly financial updates to the City Council
- Upgraded the city's current financial information system to the latest platform
- Completed the Master Fee Schedule update
- Maintained a balanced operating budget without using city reserves
- Implemented an upgrade to the city's cashiering system to a PCI-compliant platform
- Implemented the use of electronic signatures for department and organizational documents to streamline routing for approvals and reduce paper waste
- Implemented several internal audit recommendations, including additional guidance on the taxability of transient rent receipts on the city's website, to maximize the city's revenue
- Implemented a new online payment portal for customers to pay various fees, including transient occupancy tax, to increase efficiencies, tracking, and ease of use
- Assisted with program-specific external audits including Utilities, Public Works, and Police
- Developed a new false alarm billing system
- Developed and presented to City Council a new Long-term Capital Funding Policy
- Continued to develop future civil servants via the Finance internship program

GOALS | OBJECTIVES | PRIORITIES

- Continue to monitor the economy and its impact to the Ten-Year Forecast to ensure the General Fund remains in balance
- Continue to seek funding opportunities related to COVID-19 costs and revenue shortfalls
- Continue supporting program-specific audit requests for funding the city receives
- Support the Utilities cost of service study for future rate adjustments
- Implement GASB 84 (fiduciary funds) and begin implementation of GASB 87 (leases)
- Expand the use of electronic bidding citywide to increase efficiencies in the procurement process for staff and service providers
- Adopt a local debt policy in accordance with State Assembly Bill 1029
- Continue working with the Information Technology Department and Human Resources Department to develop a strategic plan for future technology system consolidations
- Complete an administrative order on the use of outside legal counsel and expert advisors
- Continue working with Construction Management and Inspection on the refunding of outstanding developer deposits

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- The budget associated with three full-time employees and one part-time employee was transferred from Finance to the newly-established Administrative Services Administration division. This included the budget for the city's internal audit manager position.

ADMINISTRATIVE SERVICES | HUMAN RESOURCES

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,180,144	\$1,588,487	\$1,592,924	\$1,535,708
Retirement Benefits	285,678	319,916	360,396	335,265
Health Insurance	108,454	144,408	166,202	137,086
Other Personnel Expenses	39,956	51,042	42,110	48,524
Personnel Services Subtotal	1,614,232	2,103,853	2,161,632	2,056,583
Operating Expenses				
Professional & Contract Services	1,282,206	1,379,795	1,925,280	1,749,780
Supplies & Materials	108,032	87,230	113,870	88,774
Repair & Maintenance	625	0	0	0
Interdepartmental Charges	198,380	233,256	238,072	331,524
Other Operating Expenses	357,530	498,379	571,250	570,350
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,946,773	2,198,660	2,848,472	2,740,428
TOTAL EXPENDITURES	\$3,561,005	\$4,302,513	\$5,010,104	\$4,797,011
Full Time Positions	10.00	14.00	14.00	13.00
Hourly/FTE Positions	0.70	2.20	2.20	2.20

Account: 00115XX

Fund: General

ABOUT

The Human Resources Department provides services for the employees of the city so they, in turn, can provide the highest level of service to the public. The responsibilities of the department serve to support the creation of a high-performance work culture that can carry out the vision for the organization as defined by the City Council and the City Manager. The primary objectives are achieving compliance with federal and state mandates, making process improvements to increase efficiency and effectiveness, and helping the city remain resilient while delivering exceptional service.

SERVICES

- Employment compliance
- Recruitment and onboarding, which includes managing the city internship program
- Workforce planning
- Employee engagement, learning and development
- Employee relations
- Labor relations
- Classification and compensation
- Employee benefits and personnel actions
- Employee leaves of absence

RECENT ACCOMPLISHMENTS

- Provided all state and federally mandated training to all employees so that the city is compliant with state and federal law
- Offered over 130 online classes in fiscal year 2020-21 to support the organization’s learning needs; in addition to the professional growth and leadership training, introduced new topics such as mental health and well-being and unconscious or implicit bias
- Filled over 300 vacant full-time and part-time positions in fiscal year 2019-20 and expect to fill over 250 positions in fiscal year 20-21
- Conducted multiple executive recruitments without the use of independent contractors resulting in substantial cost savings
- Negotiated a labor contract with Carlsbad City Employees’ Association
- Negotiated a side letter with Carlsbad Firefighters’ Association Inc. modifying the city’s calculation of the Fair Standards Act regarding overtime
- Partnered with multiple departments to create a COVID-19 task group to support employees
- Implemented new policies and practices to comply with new legal mandates and managed employee leave of absences related to the COVID-19 public health emergency while continuing to provide essential services in a fully online platform
- Offered a variety of diversity, equity and inclusion trainings and created an employee committee to implement a diversity, equity and inclusion program
- Conducted a total compensation review of over 200 full time and part time classifications
- Met and conferred with bargaining units on policies such as, but not limited to, telecommuting, the Families First Coronavirus Response Act, Injury and Illness Prevention and Administrative Order No. 3, Fleet Management

Recruitment (Full and Part-Time)	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Number of applicants processed	8037	9544	9455	9131	8012
Number of new hires	260	292	309	339	248
Number of promotions (full-time only)	31	58	53	70	66

GOALS | OBJECTIVES | PRIORITIES

- Continue to maintain compliance with all state and federal employment laws
- Continue to support the organization’s learning and development needs
- Develop new “Let’s Connect” program, for performance management
- Deploy learning management system citywide
- Continue to develop diversity, equity and inclusion program
- Implement new or updated employment and labor compliance policies
- Negotiate labor contracts with Carlsbad Police Officers’ Association and Carlsbad Police Management Association, effective Jan. 1, 2022
- Conduct employee engagement survey
- Continue to convert storage of paper files to electronic files
- Review employee benefits to maintain compliance and industry standards
- Continue to increase use of data analytics in all program areas to be used citywide
- Expand social media outreach for recruitments
- Continue to collaborate with other North Zone fire agencies to conduct joint promotional assessments to save time and money and improve processes

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: RISK MANAGEMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$190,251	\$205,024	\$203,117	\$199,626
Retirement Benefits	56,399	49,807	49,987	48,212
Health Insurance	18,370	23,304	21,590	33,628
Other Personnel Expenses	7,183	7,172	5,697	6,726
Personnel Services Subtotal	272,203	285,307	280,391	288,192
Operating Expenses				
Professional & Contract Services	1,124,861	1,405,177	1,813,288	2,041,500
Supplies & Materials	8,443	7,675	10,692	5,103
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	19,750	24,324	10,649	23,207
Other Operating Expenses	756,332	785,969	569,719	849,700
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	1,909,386	2,223,145	2,404,348	2,919,510
TOTAL EXPENDITURES	\$2,181,589	\$2,508,452	\$2,684,739	\$3,207,702
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6121930

Fund: Internal Service

ABOUT

Risk Management administers funding of the self-insured and insured portions of the city's liability insurance program which helps protect the city's financial interests. Risk Management works closely with the City Attorney's Office and outside legal counsel to monitor, control, and resolve litigated claims. Risk Management also works to recover monetary losses to city property caused by the negligence of third parties. The risk manager serves as the city's Americans with Disabilities Act Coordinator and assists with ongoing efforts of the city to comply with Title II of the ADA.

SERVICES

- Handle all liability claims received by the city
- Litigation management
- Loss prevention
- Purchase of insurance products
- Subrogation
- Insurance review for contracts
- Safety program oversight

RECENT ACCOMPLISHMENTS

- Completed comprehensive COVID-19 prevention plan for distribution to entire city staff
- Inspected all city buildings and reviewed comprehensive re-opening plan in anticipation of full re-opening of city facilities
- Continued to expand market search for bids for property and liability insurance
- Maintained 79% recovery rate of monetary losses to city property caused by the negligence of third parties

GOALS | OBJECTIVES | PRIORITIES

- Continue enhancement of the city's safety program to ensure better safety training of employees and fewer accidents
- Continue aggressive follow-up on subrogation efforts to increase city loss recoveries
- Assist with deployment of new learning management software which will greatly assist with managing the ongoing safety training program
- Develop an Americans with Disabilities Act strategic plan to continue to increase the effectiveness of the city's program to prevent discrimination against qualified individuals with disabilities on the basis of disability in its services, programs or activities

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Significantly increased budgeted insurance premiums to cover anticipated higher liability and property insurance premiums for the coming year

ADMINISTRATIVE SERVICES | HUMAN RESOURCES: WORKERS' COMPENSATION

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$101,677	\$111,118	\$107,285	\$79,331
Retirement Benefits	28,140	25,091	25,546	17,890
Health Insurance	7,449	7,734	10,801	22,088
Other Personnel Expenses	3,664	3,825	2,952	2,680
Personnel Services Subtotal	140,930	147,768	146,584	121,989
Operating Expenses				
Professional & Contract Services	439,935	432,300	537,000	761,000
Supplies & Materials	0	0	0	0
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	600	492	970	710
Other Operating Expenses	4,830,053	3,126,938	2,980,000	3,050,000
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	5,270,588	3,559,730	3,517,970	3,811,710
TOTAL EXPENDITURES	\$5,411,518	\$3,707,498	\$3,664,554	\$3,933,699
Full Time Positions	1.00	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 6111520

Fund: Internal Service

ABOUT

This internal service fund is used to support the work-related injury and illness program.

SERVICES

- Work with injured employees and physicians to ensure timely medical treatment
- Coordinate employees' return to work, including light duty assignments
- Work directly with injured employees to settle outstanding claims without litigation
- Minimize the number of lost days of work due to work-related injuries and illnesses

RECENT ACCOMPLISHMENTS

Workers' Comp Claims	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
Total open claims	200	196	232	236	230
Total closed claims	117	115	73	148	139
Average days lost per claim	40	57	87	63	69
Number of litigated claims	9	9	1	3	1

- Continued to expand market search for bids for excess workers' compensation insurance
- Partnered with the Fire Department to create a COVID-19 task group to support employees
- Implemented new policies and practices to comply with new legal mandates and managed employee leave of absences related to the COVID-19 public health emergency while continuing to provide essential services

GOALS | OBJECTIVES | PRIORITIES

- Continue to improve systems to monitor lost days of work
- Continue to share workers' compensation data with management to effect change, especially in key departments
- Continue to make recommendations to reduce the number of days an employee is out of the workplace due to a work-related cause
- Ensure employees receive timely treatment to reach maximum medical improvement
- Develop workers' compensation strategic plan and data analytics

ADMINISTRATIVE SERVICES | INFORMATION TECHNOLOGY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$3,094,376	\$3,848,307	\$4,151,703	\$4,202,169
Retirement Benefits	939,690	878,094	953,176	978,885
Health Insurance	338,039	433,595	544,799	604,865
Other Personnel Expenses	120,562	133,527	113,354	136,928
Personnel Services Subtotal	4,492,667	5,293,523	5,763,032	5,922,847
Operating Expenses				
Professional & Contract Services	1,515,879	1,104,497	1,548,600	1,440,900
Supplies & Materials	272,898	213,292	209,830	121,700
Repair & Maintenance	2,645,674	1,219,973	3,192,416	3,924,685
Interdepartmental Charges	26,611	21,948	26,077	32,769
Other Operating Expenses	1,510,858	1,198,176	1,694,296	1,824,512
Capital Outlay	1,969,090	300,236	1,133,659	1,102,365
Operating Expenses Subtotal	7,941,010	4,058,122	7,804,878	8,446,931
TOTAL EXPENDITURES	\$12,433,677	\$9,351,645	\$13,567,910	\$14,369,778
Full Time Positions	32.00	35.00	37.00	37.00
Hourly/FTE Positions	1.50	3.00	1.00	1.00

Account: 640, 641

Fund: Internal Service

ABOUT

The Information Technology Department supports the technology needs of all city departments. There are seven divisions within Information Technology, each with specific responsibilities to help the other city departments meet their goals.

SERVICES

- Administer and oversee the department's use of resources and formation of priorities
- Support operations through implementation and support of technology infrastructure
- Implement and support enterprise software applications and systems
- Implement and support citywide geographic information system
- Provide project management services to ensure all technology implementations and system upgrades are performed in a standardized methodology
- Provide client services through a service desk, PC support and strategic initiatives
- Support public safety through technology implementation and support specifically designed for the unique requirements of the Police and Fire Departments
- Oversee information technology security policies and practices as well as threat investigation

RECENT ACCOMPLISHMENTS

- Replaced staff identity management solution
- Upgraded Council Chambers audio visual hardware and software, city's internet website, internal financial system, Public Works work order software, Human Resources interview room equipment, GIS-based CIP project intake apps and associated dashboards, and audio-visual hardware in meeting rooms
- Implemented Carlsbad Digital Information Network, Carlsbad Connects application, learning management system, computer training course catalog, Laserfiche enterprise content management system, Leo Carrillo Park GIS StoryMap, performance metrics and dashboards, security tools and Unified Communications System
- Completed over 9,500 service desk tickets and assumed management of departmental mobile accounts
- Continued to modernize and strengthen information technology infrastructure and install closed circuit video cameras at various city locations

GOALS | OBJECTIVES | PRIORITIES

- Upgrade Hansen, timekeeping, intranet, enterprise GIS platform, ServiceNow Service Portal, and EnerGov permitting and land development system and migration to new online customer portal
- Implement project portfolio management, enterprise asset management, utility analytics, electronic reviews, virtual permit counter, older GIS-based web application replacement, ArcGIS Pro migration, self-service GIS apps in Portal for mapping, notifications and mailing lists
- Begin procurement of a new computer-aided dispatch/mobile system, staff report management system, and new false alarm billing system
- Expand software for records management system forms and business process automation, deploy a GIS landing page on the city Internet including an Open Data Portal for self-serve data requests, deploy additional GIS dashboards and StoryMap, and expand Fire and Police Department analytics
- Continue modernization and strengthening of information technology infrastructure, deployment of the Carlsbad Digital Information Network, building capacity of data-driven government, deployment of applications for various departments in support of the city's data science efforts, development of cyber security program, installation of closed-circuit video cameras at various city locations, and consolidation of active directory environments
- Develop assessment tools to identify strategies, an action plan for information technology service improvements for addressing gaps in IT services and Digital Transformation Requirements, and planning for consolidation and replacement of core systems

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Incorporated information technology maintenance-related budget items existing in various other departments' accounts into the Information Technology Department's account beginning with 640, for a total budget increase of \$481,000

ADMINISTRATIVE SERVICES | INNOVATION & ECONOMIC DEVELOPMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$311,941	\$193,649	\$645,240	\$646,452
Retirement Benefits	88,947	49,387	111,987	142,175
Health Insurance	28,474	20,012	56,671	61,563
Other Personnel Expenses	9,847	7,676	16,525	19,443
Personnel Services Subtotal	439,209	270,724	830,423	869,633
Operating Expenses				
Professional & Contract Services	142,984	724,785	193,975	213,000
Supplies & Materials	40,528	49,821	32,534	64,879
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	36,435	41,148	53,845	104,284
Other Operating Expenses	14,544	10,917	21,100	12,830
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	234,491	826,671	301,454	394,993
TOTAL EXPENDITURES	\$673,700	\$1,097,395	\$1,131,877	\$1,264,626
Full Time Positions	3.00	2.00	4.00	4.00
Hourly/FTE Positions	0.00	0.50	1.00	1.00

Account: 0011035 Fund: General

ABOUT

Innovation & Economic Development (I&ED) works to support a vibrant and diverse economy by bringing a culture of innovation and collaboration among city departments, and regular engagement with the business community. Through innovative programming and business support services, I&ED supports economic growth, oversees COVID-19 economic recovery and revitalization, attracts new businesses in targeted industries, partners with regional economic developers and solidifies the city's position as a key employment hub. I&ED also provides governance and training for citywide data initiatives to power data-driven decision making with analytics and data visualization.

SERVICES

- Conduct business expansion, attraction and retention efforts to promote a robust economy
- Serve all industry sectors through innovative efforts in talent attraction, traded economies, and fostering of business clusters that provide for an inclusive economy
- Develop and maintain innovative business support programs, and act as the city's liaison to the business community to remove barriers to economic growth and vitality
- Provide governance and training for citywide data initiatives to power data-driven decision making with advanced analytics and data visualization
- Provide citywide training in design thinking, strategic planning, innovation thinking, process improvement and re-engineering, data management, data analytics and data visualization

- Provide data systems consultation, evaluation, migrations and data system upgrades to ensure business continuity while replacing legacy systems

RECENT ACCOMPLISHMENTS

- Managed the city's response to address the challenges of the business community COVID-19, including partnering in joint communications to Carlsbad businesses with the Carlsbad Chamber and Carlsbad Village Association, providing direct support to over 600 Carlsbad businesses, hosting COVID-19 response webinars and overseeing the Economic Recovery and Revitalization Initiative in coordination with the City Council
- Established small business support programming through the Economic Revitalization and Recovery Initiative including a small business loan program and Gift Carlsbad
- Developed quarterly economic scans to understand city's economic health and conducted multiple business sentiment surveys to understand current and expected challenges
- Launched a re-imagined Carlsbad Life in Action talent attraction campaign including a new website with an improved design and a message focused on talent and business support
- Led the Age-Friendly Carlsbad initiative, a cross-departmental project supported by AARP and funded by the San Diego Foundation to create the city's first Age Friendly Action Plan
- Spurred the creation of innovative data visualization tools as a part of the COVID-19 response including mapping open restaurants, city-to-city COVID-19 case trendline, Emergency Operations Center dashboards, a situational awareness heatmap for first responders and automated city facility occupancy estimates
- Developed a data inventory and began the cross-departmental development of a citywide data policy for the collection, management and governance of city data
- Created a central resource for data collection and analysis of city data assets
- Collaborated with various departments on developing data-aware strategies on improving operations
- Provided direct training to department analysts on using data visualization tools to allow for "data insights self-service"

GOALS | OBJECTIVES | PRIORITIES

- Set a foundation to "build back better" for economic recovery and revitalization
- Expand and optimize support services for Carlsbad businesses and city departments engaging with businesses
- Convene industry advisory groups to ensure the city is aware of current and anticipated challenges for our diverse business community
- Create and deploy new and innovative programs to support business resiliency
- Support cross-departmental functions to maximize efficiency
- Develop a coordinated approach to citywide data driven decisions
- Develop a training program for performance management, data, and continuous improvement

SIGNIFICANT CHANGES IN THIS YEAR'S BUDGET

- Combined Innovation, account 0011033, with Economic Development, account 0011035, to form a new single account 0011035

ADMINISTRATIVE SERVICES | MISCELLANEOUS NON-DEPARTMENTAL

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Miscellaneous Non-Departmental Expenditures				
Legal Services	\$793,094	\$697,114	\$750,000	\$1,200,000
Community Contributions	11,213	7,983	0	0
Personnel Related	149,563	152,582	284,000	850,000
Professional Services	39,830	39,195	42,000	42,000
Property Tax and Other Administration	660,633	658,895	725,000	750,000
Dues and Subscriptions	51,688	71,519	75,000	80,000
COVID-related	0	910,211	0	0
Other Miscellaneous Expenditures	738,439	3,860,320	0	0
Miscellaneous Non-Departmental Subtotal	2,444,460	6,397,819	1,876,000	2,922,000
General Fund Transfers				
Transfer to General Capital Construction Fund	0	5,111,500	4,500,000	5,353,000
Transfer to Infrastructure Replacement Fund	10,681,000	5,111,500	1,000,000	5,353,000
Transfer from Infrastructure Replacement Fund	0	0	0	-5,070,000
Transfer to LLD #1 (Medians & Trees)	775,000	950,000	700,000	1,190,000
Transfer to Storm Water Program	219,274	303,052	309,000	322,000
Miscellaneous Transfers Out	1,500,000	2,090,114	500,000	0
General Fund Transfers Subtotal	13,175,274	13,566,166	7,009,000	7,148,000
City Council Contingencies				
Contingencies (Adopted budget)	0	0	1,500,000	500,000
TOTAL EXPENDITURES	\$15,619,734	\$19,963,985	\$10,385,000	\$10,570,000

Account: 0019xxxx

Fund: General

ABOUT

The miscellaneous non-departmental accounts for all General Fund transfers to other funds, City Council contingencies and other miscellaneous General Fund expenses, such as outside legal counsel, property tax administration fees, citywide dues and subscriptions and Innovation Fund expenditures.

The budgeted transfer from the Infrastructure Replacement Fund is a return of funds for Fire Station 4, CIP project #47401, as funds were no longer needed for its expansion.

COVID-19 related fiscal year 2019-20 expenditures associated with the COVID-19 Economic Recovery and Revitalization Initiative and COVID-19 specific expenditures that the city believes are recoverable through various reimbursements.



POLICY & LEADERSHIP

The City of Carlsbad follows a council-manager form of government, where elected City Council members provide direction on the policies and regulations that govern the operations of the city. The Policy & Leadership branch includes the following areas:

- Office of the City Council
- Office of the City Treasurer (elected)
- Office of the City Manager
- Office of the City Attorney
- Office of the City Clerk (elected)
- Communication & Engagement

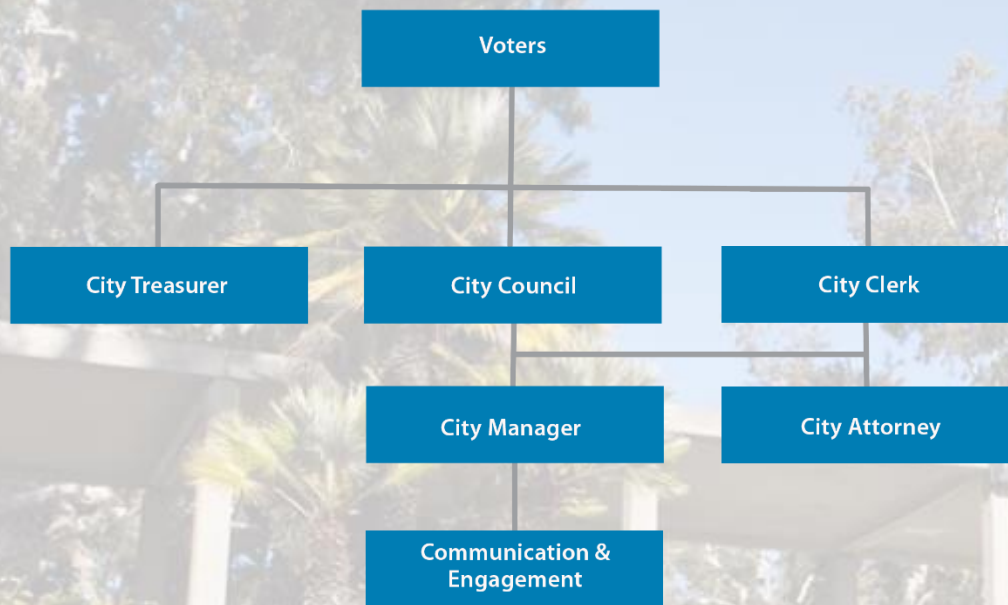
The City Council appoints the city manager, city attorney and members of the city's boards, commissions and committees. The Office of the City Manager handles administration and oversight of the city organization, including hiring the city workforce, supervising city departments and ensuring the City Council's policy priorities are met.

Scott Chadwick
City Manager

760-434-2820
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POLICY & LEADERSHIP BRANCH



POLICY AND LEADERSHIP |
OFFICE OF THE CITY COUNCIL

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$232,248	\$260,589	\$277,960	\$286,814
Retirement Benefits	36,522	51,736	59,609	60,010
Health Insurance	71,804	71,041	98,843	102,479
Other Personnel Expenses	5,143	7,726	6,940	6,142
Personnel Services Subtotal	345,717	391,092	443,352	455,445
Operating Expenses				
Professional & Contract Services	31,050	1,815	46,000	46,000
Supplies & Materials	22,640	10,756	23,416	24,929
Repair & Maintenance	20	0	0	0
Interdepartmental Charges	28,585	34,992	25,039	79,815
Other Operating Expenses	21,431	27,873	48,510	43,786
Capital Outlay	3,943	0	0	0
Operating Expenses Subtotal	107,669	75,436	142,965	194,530
TOTAL EXPENDITURES	\$453,386	\$466,528	\$586,317	\$649,975
Full Time Positions	2.00	2.00	2.00	2.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0011010

Fund: General

ABOUT

As the legislative body of the city, the Office of the City Council establishes the policies and regulations under which the city operates.

SERVICES

The City Council, as a legislative body, approves direction, policies and regulations that govern the operations of the city. The City Council appoints residents to serve on various boards and commissions and may serve as city representatives on regional boards such as SANDAG, North County Transit District and the San Diego County Water Authority.

GOALS | OBJECTIVES | PRIORITIES

The Carlsbad City Council chose its top priorities during a day-long goal setting workshop March 11, 2021. Recognizing the added needs brought on by the COVID-19 pandemic, the City Council voted to bring four goals forward as part of the city budget for fiscal year 2021-22, which starts July 1.

The four goals are:

- Reduce the homeless unsheltered population, among those who want help, by 50% within five years, and provide quarterly progress reports until the city hits that goal
- Bring the city's Fire Department into conformance with Standards of Cover evaluation, a comprehensive review of fire and emergency medical services that identified the need for

additional staffing and facilities to address the city's changing demographics and development patterns

- Engage the community through a citizens committee to create a new plan to manage growth in Carlsbad in a way that maintains an excellent quality of life
- Conduct a facilitated City Council workshop to work on team building and City Council communication and an ethics ordinance to support the delivery of superior public service

The City Council also said it wanted to see three key areas integrated into everything the city does:

- Diversity, equity and inclusion
- Meaningful and early public engagement
- Technology infrastructure

POLICY AND LEADERSHIP GROUP |
OFFICE OF THE CITY TREASURER

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$97,241	\$84,431	\$88,610	\$88,744
Retirement Benefits	21,136	20,613	22,573	20,406
Health Insurance	13,793	21,316	26,339	28,773
Other Personnel Expenses	3,544	2,892	2,390	2,707
Personnel Services Subtotal	135,714	129,252	139,912	140,630
Operating Expenses				
Professional & Contract Services	55,151	60,974	71,100	70,600
Supplies & Materials	2,094	2,081	2,590	2,414
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	19,120	23,460	29,088	32,683
Other Operating Expenses	146	17	1,400	4,425
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	76,511	86,532	104,178	110,122
TOTAL EXPENDITURES	\$212,225	\$215,784	\$244,090	\$250,752
Full Time Positions	0.75	1.00	1.00	1.00
Hourly/FTE Positions	0.00	0.00	0.00	0.00

Account: 0010310 Fund: General

ABOUT

The Office of the City Treasurer provides cash and investment management services which adhere to the city's Investment Policy and meet the changing investment needs of the city to optimize investment returns, consistent with maintaining safety of principal, ensuring sufficient liquidity, and return on investment.

SERVICES

- Cash management
- Investment management
- Reporting and oversight

RECENT ACCOMPLISHMENTS

- Researched and expanded investment opportunities into municipal bonds
- Expanded the cash handling process
- Worked with the Finance Department to upgrade the city's safe and armor pickup system
- Assisted with planning and implementation of the new payment portals for permitting
- Worked with the Finance Department on the upgrade of the city's financial information system

GOALS | OBJECTIVES | PRIORITIES

- Anticipate and meet the changing investment needs of the city in order to optimize investment returns, consistent with maintaining safety of principal while ensuring sufficient liquidity and return on investment
- Further develop the City Treasurer page of the city's website, informing the community of the mission of the City Treasurer, the city's Investment Policy, and investment activities
- Use the City Treasurer page of the city's website as a forum to receive and respond community comments and questions
- Continue to participate in the city's Citizens Academy
- Use innovative solutions to fund modern and secure cash handling solutions even in uncertain times

POLICY AND LEADERSHIP | OFFICE OF THE CITY MANAGER

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,354,934	\$1,608,369	\$1,080,470	\$1,097,959
Retirement Benefits	389,327	387,446	355,799	282,128
Health Insurance	147,142	175,974	138,311	144,821
Other Personnel Expenses	36,993	46,837	26,550	32,234
Personnel Services Subtotal	1,928,396	2,218,626	1,601,130	1,557,142
Operating Expenses				
Professional & Contract Services	205,775	154,796	378,865	377,365
Supplies & Materials	47,616	37,432	50,445	43,129
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	113,697	135,204	98,479	104,918
Other Operating Expenses	25,450	32,175	24,375	29,543
Capital Outlay	8,774	-3,272	0	0
Operating Expenses Subtotal	401,312	356,335	552,164	554,955
TOTAL EXPENDITURES	\$2,329,708	\$2,574,961	\$2,153,294	\$2,112,097
Full Time Positions	9.00	12.00	7.00	7.00
Hourly/FTE Positions	0.00	0.50	0.00	0.00

Account: 0011010

Fund: General

ABOUT

The Office of the City Manager is dedicated to continuous improvement that fosters the well-being of a high performing organization that delivers impactful results to further the public good.

SERVICES

The City Manager's Office provides City Council support, administrative leadership of city operations, policy development management, monitors and manages legislative affairs, and provides general management of public communication and engagement.

RECENT ACCOMPLISHMENTS

- Combined the City Clerk's Office with the Policy and Leadership Division to streamline processes and add efficiencies in the day-to-day operations of the City Council and City Clerk
- Prioritized the development of a project status tracking dashboard for projects of interest to the City Council and constituents
- Directed enhanced community engagement for city issues and projects, providing input from diverse stakeholders to the City Council to support decision making
- Continued to evaluate and update policies and procedures with the goal of ensuring they are relevant, modernized, efficient and optimized to inform organizational activity

- Led the continued development of a cross-departmental infrastructure prioritization process for the Capital Improvement Program that will lead to more efficient evaluation and deployment of projects
- Led the city's response to the COVID-19 public health emergency, including the transition to a fully functional virtual City Hall, activation of the city's Emergency Operations Center, directing the day-to-day provision of city operations and emergency services, and dissemination of up-to-date information to the public
- Reduced and restructured the city budget in response to COVID-19 related economic impacts
- Administered the 2020 municipal and presidential election and onboarded District 4 Councilmember Acosta
- Supported Clean Energy Alliance start-up and preparations for 2021 community choice aggregation program launch
- Facilitated community engagement on Police Department civilian oversight

GOALS | OBJECTIVES | PRIORITIES

- Effectively manage the response, reopening and recovery related to the COVID-19 public health emergency
- Ensure the most efficient and effective provision of city services while adapting to changing financial conditions
- Adapt community engagement and transparency efforts to foster authentic civic engagement with residents, organizations and businesses through alternative methods due to public health restrictions
- Increase intergovernmental collaboration and legislative advocacy with local, state and federal governments to further the City Council adopted legislative platform and support as-needed special projects

POLICY AND LEADERSHIP |
OFFICE OF THE CITY ATTORNEY

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$1,102,174	\$1,260,706	\$1,302,493	\$1,320,642
Retirement Benefits	332,628	311,635	336,023	338,520
Health Insurance	91,565	114,307	151,239	148,875
Other Personnel Expenses	32,067	36,928	32,617	38,788
Personnel Services Subtotal	1,558,434	1,723,576	1,822,372	1,846,825
Operating Expenses				
Professional & Contract Services	4,322	2,576	3,445	3,445
Supplies & Materials	57,966	44,218	46,894	41,341
Repair & Maintenance	1	0	0	0
Interdepartmental Charges	114,498	122,472	97,350	129,456
Other Operating Expenses	16,428	17,218	17,257	16,069
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	193,215	186,484	164,946	190,311
TOTAL EXPENDITURES	\$1,751,649	\$1,910,060	\$1,987,318	\$2,037,136
Full Time Positions	7.00	8.00	8.00	8.00
Hourly/FTE Positions	0.50	0.00	0.00	0.00

Account: 0011210 Fund: General

ABOUT

The Office of the City Attorney consists of the city attorney, three assistant city attorneys, two deputy city attorneys and support staff. The city attorney is appointed by the Mayor and the City Council.

SERVICES

- Advise the City Council, committees, boards and commissions
- Prepare and review ordinances and resolutions
- Provide legal opinions on questions from the City Council, City Manager or other city officers
- Attend City Council meetings as well as meetings of other boards and commissions as deemed necessary
- Negotiate and prepare all contracts
- Represent the city in court proceedings and report to the City Council on litigation
- Enforce city laws and regulations
- Prepare contracts, forms and instruments for approval or execution
- Appear on behalf of the city before regulatory and legislative agencies

RECENT ACCOMPLISHMENTS

- Prepared emergency documents related to COVID-19
- Advised the City Council, City Manager and city staff on legal issues related to state and council health orders
- Assisted with community discussions related to police oversight
- Worked with Police Department to obtain Gun Violence Restraining Orders as appropriate for domestic violence and mental health incidents
- Participated in and advised the City Council Legislative, Municipal Code, and Economic Revitalization subcommittees
- Resolved complex code enforcement cases to benefit the community and residents
- Reviewed and advised on numerous contracts, public records requests and council inquiries

GOALS | OBJECTIVES | PRIORITIES

- To provide quality and timely legal advice to all elected and appointed city officials and all branches, assisting them in making sound legal decisions to carry out the goals of the City Council
- Complete comprehensive update of Municipal Code, City Council policies and administrative orders
- Support the City Manager in strategic operations related to ongoing and significant capital projects

POLICY AND LEADERSHIP |
OFFICE OF THE CITY CLERK

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$458,564	\$586,938	\$620,594	\$630,775
Retirement Benefits	119,040	118,851	135,664	132,962
Health Insurance	74,685	102,851	110,015	106,349
Other Personnel Expenses	20,830	23,359	16,375	20,069
Personnel Services Subtotal	673,119	831,999	882,648	890,155
Operating Expenses				
Professional & Contract Services	39,907	24,427	75,500	100,500
Supplies & Materials	89,381	80,672	97,330	66,406
Repair & Maintenance	966	677	5,221	5,221
Interdepartmental Charges	129,043	144,324	120,660	156,387
Other Operating Expenses	80,611	44,318	81,800	81,800
Capital Outlay	0	0	0	0
Operating Expenses Subtotal	339,908	294,418	380,511	410,314
TOTAL EXPENDITURES	\$1,013,027	\$1,126,417	\$1,263,159	\$1,300,469
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	1.00	1.00	1.00	1.00

Account: 0010210 Fund: General
0011610

ABOUT

The Office of the City Clerk serves as a vital link between city government and those it serves, providing access to public records, publishing City Council agendas, preparing minutes and serving as the city's election official.

SERVICES

- Prepare City Council agendas
- Prepare minutes
- Complete legal noticing and publishing
- Maintain Fair Political Practices Commission filings
- Maintain Carlsbad Municipal Code
- Codification of the Carlsbad Municipal Code
- Maintain, preserve and provide access to all legislative documents
- Administer elections
- Notarize documents
- Provide proofs of life certifications
- Assist City Attorney's Office with citywide ethics training

- Ensure public records are archived, preserved and accessible to the public
- Respond to Public Records Act Requests
- Process subpoenas, summons and claims
- Develop and implement records management and document management programs
- Process recorded documents and bond releases
- Provide document research assistance to staff and the public
- Provide training and support to various department personnel designated to scan documents into the city's records repository
- Manage and coordinate destruction of records past retention

RECENT ACCOMPLISHMENTS

- Conducted 2020 General Municipal Election
- Updated Carlsbad Municipal Code relating to elections, campaigns and campaign contributions
- Updated staff report templates
- Began the process to conduct redistricting in the City of Carlsbad
- Revised and updated the records retention schedule for City Council adoption
- Migrated 450,000 records from HP Records Manager application to Laserfiche
- Implemented new Laserfiche application, including the public weblink and internal weblink, providing greater transparency on the city website by providing access to more public records
- Provided training of Laserfiche application citywide
- Began digital conversion of all mylar drawings and maps from central files at the Faraday Center, allowing physical space to become available

GOALS | OBJECTIVES | PRIORITIES

- Implement a new council inquiry platform to allow City Council members to efficiently obtain information for constituents
- Automate the staff report routing process
- Evaluate feasibility of offering passport application acceptance services
- Continue to systematically update the Carlsbad Municipal Code
- Provide greater transparency on the city website by providing access to more public records
- Provide Citywide Public Records Act training and training on proper maintenance of records
- Implement and train city staff regarding records retention schedule
- Continue to collaborate with various departments on digitizing their documents
- Continue to conduct departmental records audits

POLICY & LEADERSHIP | COMMUNICATION & ENGAGEMENT

	2018-19 Actual	2019-20 Actual	2020-21 Budget	2021-22 Budget
Personnel Services				
Salaries & Wages	\$555,168	\$784,116	\$864,646	\$887,064
Retirement Benefits	131,675	140,573	158,022	171,276
Health Insurance	55,556	105,126	122,921	123,779
Other Personnel Expenses	21,853	29,037	22,360	27,831
Personnel Services Subtotal	764,252	1,058,852	1,167,949	1,209,950
Operating Expenses				
Professional & Contract Services	644,444	468,064	404,206	575,250
Supplies & Materials	257,868	156,765	164,585	128,091
Repair & Maintenance	0	0	0	0
Interdepartmental Charges	125,026	144,600	134,952	172,377
Other Operating Expenses	21,886	26,296	29,069	30,505
Capital Outlay	59,523	4,242	143,000	0
Operating Expenses Subtotal	1,108,747	799,967	875,812	906,223
TOTAL EXPENDITURES	\$1,872,999	\$1,858,819	\$2,043,761	\$2,116,173
General Fund				
General Fund	\$1,602,350	\$1,651,700	\$1,692,761	\$1,771,173
Special Revenue Fund	270,649	207,119	351,000	345,000
Total Funding	\$1,872,999	\$1,858,819	\$2,043,761	\$2,116,173
Full Time Positions	7.00	7.00	7.00	7.00
Hourly/FTE Positions	3.39	3.50	3.50	3.50

Account: 0011012 Fund: General
1381010 Special Revenue – Local Cable Infrastructure

ABOUT

The goal of the city’s communication 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 of interest to the community; 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.

SERVICES

- Develop informational materials including fact sheets, flyers, newsletters, Q&A documents, videos and other communication pieces that further understanding of city issues, news, services and events
- Enhance online communication by managing the city's website, social media, email communication and other digital communication channels
- Enable the community to watch City Council meetings and find out about city issues, news, services and events on a 24/7 cable channel stream
- Increase community outreach and involvement by developing programs that enhance public involvement in city government decision making
- Provide accurate, timely information to the media
- Provide communication skills training to city staff
- Provide internal communication that is easy to access, through a variety of channels, that is of interest to and affects city employees
- Maintain a trained team of city staff and updated action plan to ensure the community has access to important information and communication during an emergency

RECENT ACCOMPLISHMENTS

- Provided seven-day a week community updates on the COVID-19 pandemic, including 107 editions of the City Manager's Update
- Launched an updated city website
- Designed and supported public involvement processes on issues including the Housing Element Update, age-friendly cities, Monroe Street Pool improvements, new City Hall and Civic Center and civilian oversight of the Police Department
- Wrote or edited 137 responses to community members' inquiries and 213 City Council staff reports
- Prepared more than 5,000 social media posts, resulting in 147,500 engagements
- Increased Instagram followers to 15,000, an increase of 25%
- Increased Twitter followers to 20,000, an increase of 15%
- Maintained an email database of 71,815 and distributed a total of 466 targeted emails regarding city issues, programs and events
- Produced and distributed more than 250 news releases, columns and articles about city services, issues and programs
- Produced 138 videos and generated a total of 1.5 million YouTube channel impressions
- Increased YouTube subscribers to 2,101 or 23%

GOALS | OBJECTIVES | PRIORITIES

- Support the city's ongoing COVID-19 response and changes in city services and programs resulting from the emergency
- Develop early and meaningful opportunities for the community to engage with the city about issues affecting their lives
- Continue the transition to new digital communication channels to reduce printing and paper usage and make access to city information convenient for those who prefer these channels
- Promote awareness and engagement in City Council goals, including homelessness, growth management and fire service

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM

The Strategic Digital Transformation Investment Program, or SDTIP, is a comprehensive approach to planning for and funding digital transformation efforts throughout the city. It is informed by the City Council approved Connected Carlsbad: An Inclusive City Innovation Roadmap, the Internal Digital Information Network Action Plan, the Information Technology Strategy, and complimented by a five-year projected roadmap of digital transformation investments. The SDTIP is the strategic plan for technology and digital transformation combined with project descriptions, costs, funding sources and timelines. The purpose of this new program is to provide for an annual investment strategy, not a commitment for spending, and outlines a five-year expenditure plan for future digital transformation and technology projects and the corresponding revenues necessary to pay for them.

Connected Carlsbad: An Inclusive City Innovation Roadmap

Connected Carlsbad: An Inclusive City Innovation Roadmap, presented to the City Council in January 2019, was designed to provide a high-level, organized guide to the principles that matter to the city in creating a more connected community. This roadmap and its associated action plan were based on City Council approved projects, existing city documents, and previous Information Technology Department assessments and interviews with departments, combined with a global scan of other cities and best practices that have emerged from leading smart city thinkers and Carlsbad-specific community engagement. The SDTIP expands Connected Carlsbad to include a strategy for evaluating and prioritizing projects and a five-year investment roadmap that includes estimated costs and timelines. This new investment program continues to be organized into the five primary goal areas approved by Council in Connected Carlsbad:

- **Pursue Communitywide Digital Transformation** focuses on the foundational elements, including connectivity, up-to-date hardware and software, and a robust security strategy while providing an aspirational vision for the future.
- **Build Capacity for Data-Driven Government** focuses on the policies, procedures and staffing necessary for the city to fully capture the value of emerging models of data analytics.
- **Foster a Vibrant Civic Engagement Culture** builds upon the first two goals with a human-centered perspective that an engaged city that uses data and technology in a way that respects people and their privacy will support a vibrant culture where residents, organizations and businesses are invested in their community and its future.
- **Enhance Accessibility and Transparency** recognizes that open government and approaching problem-solving from an accessibility perspective leads to better outcomes for all.
- **Promote Safety and Sustainability Through Connectivity** leads to understanding the interconnected nature of our communities that can achieve environmental, mobility and sustainability goals when approached in a cross-departmental and community informed manner.

Once the Council adopts the proposed SDTIP, projects receive an appropriation that authorizes spending in the amount specified for the adopted fiscal year only. Estimated budget information is shown for a five-year period to provide the most comprehensive information about known future projects. Spending authority in future years is not granted until adoption of the annual proposed SDTIP budget associated with each year.

INVESTING IN DIGITAL TRANSFORMATION

As the city continues to grow and develop, the use of technology has also grown exponentially over the last two decades. The SDTIP outlines the financial resources needed to ensure that the technology infrastructure is in place to enable the city to provide services to the community. Prudent financial planning will ensure that ongoing funding for investment in technology is available.

PROJECT EVALUATION

Making decisions on technology implementations is a challenging and complex task. The challenging nature of these decisions is exacerbated by the expanding reach of technology and the increasingly interdisciplinary nature of emerging technologies. A major component of the SDTIP is the establishment of a cross-departmental approach to technology leadership to evaluate, prioritize, budget for and adopt digital transformation efforts. A new administrative order has been developed that provides a collaborative forum for key staff to validate and prioritize technology implementations. This approach also provides a structured venue to explore how particular configurations of a technology implementation may positively or negatively affect others within the organization. The process to evaluate digital transformation initiatives is ongoing and meetings may be held on a monthly, bimonthly or quarterly basis depending on the need.

A number of factors are considered when putting together projects for the five-year program. All digital transformation and technology projects shall be consistent with:



Proposed projects are evaluated and prioritized by a set of criteria that include:

- Alignment with City Council goals and IT strategic plans, architecture, security and technology standards, including legislative and regulatory mandates, and administrative goals
- Coordination of IT investments across the enterprise to avoid duplication, maximizing the return on investment and increasing efficiency

- Effective articulation of the business case including valid operational benefits of the project
- Accuracy and reasonableness of cost and benefit estimates
- Consideration of potential project risks and identification of appropriate means to manage those risks
- Adherence to standard project management practices
- Capacity of staffing resources to implement the project

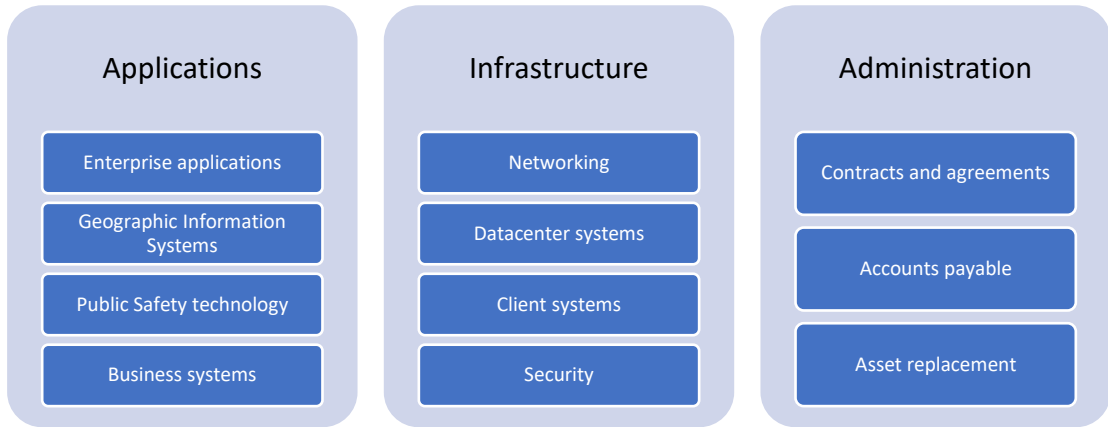
As the SDTIP is implemented throughout the year, staff continually re-evaluate projects' scopes, costs and schedules to responsibly and cost-effectively manage city resources.

INFORMATION TECHNOLOGY STRATEGY

Although digital transformation is a collaborative effort involving all city departments, Information Technology is the core department that is responsible for delivering projects approved in the SDTIP and ensuring that technology implementations operate efficiently and effectively support the delivery of services to the city's residents, businesses and visitors.

Core Service Areas of the Information Technology Department

The IT Department is organized into five divisions: Enterprise Applications, Infrastructure and Operations, Geographic Information Systems, Public Safety Technology and Administration. These five divisions work together to provide services in three core areas that are crucial to digital transformation efforts:



Guiding Principles

The Information Technology Department has established guiding principles by which all technology services will be implemented and managed:

- **Reliable** – Technology or service provided must be reliable, operate with minimal disruption and implemented in a manner that provides redundancy and disaster recovery
- **Secure** – In today's high cyber threat environment all technology implementations must adhere to industry security best practices and provide as few entry points to potential intruders as possible
- **Scalable** – The service or technology must be able to grow to meet future demands of the city as well as adjust to new technology and business processes
- **Unified** – The application must follow industry standards and best practices to ensure that it will seamlessly integrate into the city's technology environment and support the combined operation of all city technology needs
- **Cost-effective** – The network must provide excellent value to the city as compared to current commercial offerings
- **Support transparency and business intelligence** – The technology should provide the ability for data analytics and business intelligence as well as data openness and transparency and adhere to the city's data governance policies

The strategy presented here provides a high-level view into the IT departments approach to the three core service areas and how the guiding principles are implemented.

Service Area: Applications

The software applications that the IT department supports can be divided into four distinct categories: Enterprise Applications, Geographic Information Systems, Public Safety Technology and Business Systems. All of these categories work closely and collaboratively to support the major software systems that are used by the city to ensure that city staff have the technology tools and data necessary to do conduct their core business functions and make data driven decisions.

Enterprise Applications

The Enterprise Applications Division is divided into three sections: project management, database management and enterprise application management.

The project management team provides project management support for larger technology initiatives including new implementations as well as upgrades to existing technology implementations. The project management team also provides support, guidance and assistance to other city departments that are managing smaller technology projects and assists departments in submitting project proposals as part of the SDTIP.

The database management team provides technical support and expertise related to the city's database infrastructure. This includes ensuring the city's database infrastructure is stable, secure and readily available to support the city's enterprise applications. Additionally, the database management team works closely with the city's business intelligence and data analytics manager on initiatives related to data governance and operational analytics.

The enterprise applications management team provides technical support and expertise related to the city's portfolio of enterprise applications. Enterprise applications are the major applications, such as the central finance system and public works enterprise asset management system, used by the city to accomplish its core business functions. The team is divided into three groups supporting dedicated departments within the city. One team supports the Public Works and Community Development departments, another team support the Human Resources and Finance departments, and another group supporting the remaining departments. The enterprise applications team also provides web administrative support for the city's internet website as well as assisting with the branding and configuration of other city web-based applications.

The applications in the city's application portfolio are fundamental to the city's ability to carry out its core business functions. Implementing applications requires a significant investment of city resources in cost and staffing. As the city looks to upgrade existing applications or implement new applications, it is imperative that these initiatives are evaluated to ensure they align with the city's strategic vision and its goal of being a digital city leader.

Applications in the city's application portfolio must have the following attributes:

- **Reliable** – The application must operate with minimal disruption. This includes being implemented in a manner that provides redundancy and disaster recovery
- **Secure** – In today's high cyber threat environment the application must adhere to industry security best practices and provide as few entry points to potential intruders as possible
- **Scalable** – The application must be able to grow to meet future demands of the city as well as adjust to new technology and business processes
- **Integrated** – The application must follow industry standards and best practices to ensure that it will seamlessly integrate into the application portfolio

- **Data capability and management** – The application must provide the ability for data analytics and business intelligence as well as data openness and transparency, while also adhering to the city’s data governance policies
- **Value** – The application must provide an identifiable benefit to the city and its residents commensurate with the cost to implement and maintain it

Geographic Information Systems

Geographic Information Systems Division provisions a location intelligence platform which enables the city to capture, manage, analyze and visualize spatial data. This enhances the city’s data-driven decision making by providing access to authoritative geospatial datasets and services to numerous citywide applications in areas such as determining addressing, parcel boundaries, zoning areas, street centerlines, and utilities.

The goal of GIS is to roll-out out a next generation, web-based portal to put dynamic mapping and spatial analytics into the hands of city staff to use in their day-to-day work. In addition, the city is implementing a new business model for expanding the use of GIS technology and deploying new applications and solutions.

In consideration of the important role GIS and location intelligence plays in city operations, both today and going forward, the following guiding principles are highlighted:

- **Reliable** – Applications and solutions must be available with minimal disruption
- **Accessible** – GIS provides unique capabilities to see patterns and develop insights about data and can enable this insight via dashboards and applications so city leadership and staff can make better, data-driven decisions
- **Enabling** – Maps are an easy way to communicate with residents and can power a robust citizen engagement strategy
- **Scalable** – To meet current and future demands, Web GIS provides a new, modern platform to share maps and data to various devices and applications in support of various city efforts, like Connected Carlsbad
- **Cost-effective** – A new GIS business model will decrease the time it takes to deploy GIS-based applications while empowering departments to leverage location intelligence

Public Safety Technology

The Public Safety Technology Division provides application and hardware support to the city’s Police and Fire departments. Regional information sharing amongst law enforcement agencies along with Joint Powers Authority membership for the city’s Fire Department requires IT to always think beyond just the city boundaries. With so much information being warehoused throughout the county, it is important to have a mechanism to intelligently display and interpret all this data.

Some of the technology supported by this team that is crucial to the provision of public safety services include:

- **Computer aided dispatch** – Software used to dispatch officers to calls for service safely and securely
- **Crossroads** – Software used to provide electronic citations and record traffic accidents out in the field
- **Quartermaster** – Software that catalogs all evidence, both physical and digital, for the Police Department

- **Street Fire reconnaissance and exploitation management systems** – Database software used by the Fire Department to record calls for service and provide medical response to the public
- **Emergency reporting** – Software used by the Fire Department to conduct yearly inspections of various businesses and buildings throughout the city

The goal of the Public Safety Technology Division is to implement the next generation of cloud-based applications to assist first responders in completing their day-to-day tasks. The ability to provide mobile information out in the field has driven the pursuit of various cloud technologies. To align with federal and state mandates, it is imperative that any solutions the city implements meet or exceed these government standards surrounding security.

Business Systems

The business systems team consists of technologists that are embedded into the Public Works, Parks & Recreation, Library & Cultural Arts, Finance and Community Development departments. These technologists specialize in the business processes of their respective departments, assist in the administration of that department’s enterprise applications and serve as the technology liaison between Information Technology and the department. The goal of the business systems team is to investigate business systems, identify options for improving business systems and bridge the needs of the business through technology solutions.

Service Area: Infrastructure and Operations

Infrastructure technologies are the foundation of all other digital services that Information Technology provides. Without these systems, data cannot be transported, processed or stored. Examples of these foundational technologies include the digital information network, approved by City Council in 2019, which will provide fundamental data transport services for the city. Another example would be the identity automation platform, OKTA, which allows users to use a single identity or password to access multiple city systems and automates the creation and deletion of user accounts.

The COVID-19 pandemic response has changed the way city staff perform their work. The Infrastructure and Operations Division has played a critical role in enabling the city to continue providing services to residents while working remotely. This includes rapid adoption of tools such as Microsoft Teams and Zoom. Among other things, these tools have allowed the city to continue providing access to public meetings in a safe manner which supports the city’s goal of providing accessibility and transparency.

The IT Infrastructure and Operations Division manages these technologies and is divided into four sections: client systems, datacenter systems, networking, and security. Each section of the IT Infrastructure and Operations team supports multiple technologies that make up the technical services that they are responsible for delivering.

The client systems section provides endpoint support to all information systems users in the city. This includes deployment and support for desktops, laptops and mobile devices including smart phones and tablets. They also act as the first level of support in the IT department at the Service Desk. This is where incoming technical issues are first triaged, and where most problems are solved. Those issues that require more focused efforts or specialized knowledge are passed on to other teams within IT.

The datacenter systems section is responsible for the centralized computer processing and data storage systems at the city. These are the platforms many other departments rely upon for the delivery of critical applications. This section holds the primary role in supporting collaboration and remote work tools such as Citrix and Office 365. Windows server systems, authentication systems, identity management, printing and systems in the cloud are also the responsibility of this section. Datacenter systems additionally manages the enterprise data protection systems, or backup, for all city data.

The networking section is responsible for the support of all digital communications networking technologies in the city. This includes hardware devices such as switches, routers, firewalls, Wi-Fi equipment and services such as internet access and telephones. The networking services support the transmission of data all around the city and allow information systems users and applications to communicate with each other. This section is also responsible for planning and implementing low voltage cabling and working with the facilities department to ensure all IT hardware systems have uninterruptible power and reliable cooling.

The security section is responsible for building and managing the division's information technology security program. This includes the user security awareness program and training as well as incident response to malicious attacks. Recently, the city hired its first IT security manager to specifically oversee these efforts and formally define important strategies and policies. Given the nature of threats to many organizations, this had been a role of critical importance.

Given that IT infrastructure is the foundation of all other digital services that Information Technology provides, the Infrastructure and Operations team adheres to the following guiding principles:

- **Reliable** – IT infrastructure must operate with minimal disruption with changes planned in such a way as to minimize unplanned impact to users of information systems
- **Resilient** – IT infrastructure must be designed in such a way as to dynamically respond to potential faults. High-availability systems will be implemented on all critical systems
- **Responsive** – IT infrastructure should be designed for optimal speed and performance
- **Scalable** – IT infrastructure must be able to grow to meet future demands and all system designs should have the potential to scale if needed
- **Unified** – IT infrastructure must support the combined operation of all city technology needs, as duplicate and siloed technical systems create unnecessary costs and complexity
- **Secure** – IT infrastructure must protect the city's critical information and data in terms of its safety, confidentiality, integrity and availability

Service Area: Administration

The IT Administration Division provides support to the other IT Department divisions by centralizing the management of staff reports, contracts and agreements, accounts payable, purchasing, budgeting and coordination of asset replacement requirements. Having central staff to handle these functions allows for continuity of procedures and standards within the department.

Overall, the department has over 150 various agreements for services, maintenance, subscriptions, licenses, monthly reoccurring charges and hardware replacement. These agreements enable the other IT Department divisions to ensure that citywide and departmental software systems and infrastructure remain up to current standards. Once agreements are executed, the administration staff follows the city's purchasing guidelines for procurement and eventual payment of invoices through accounts payable.

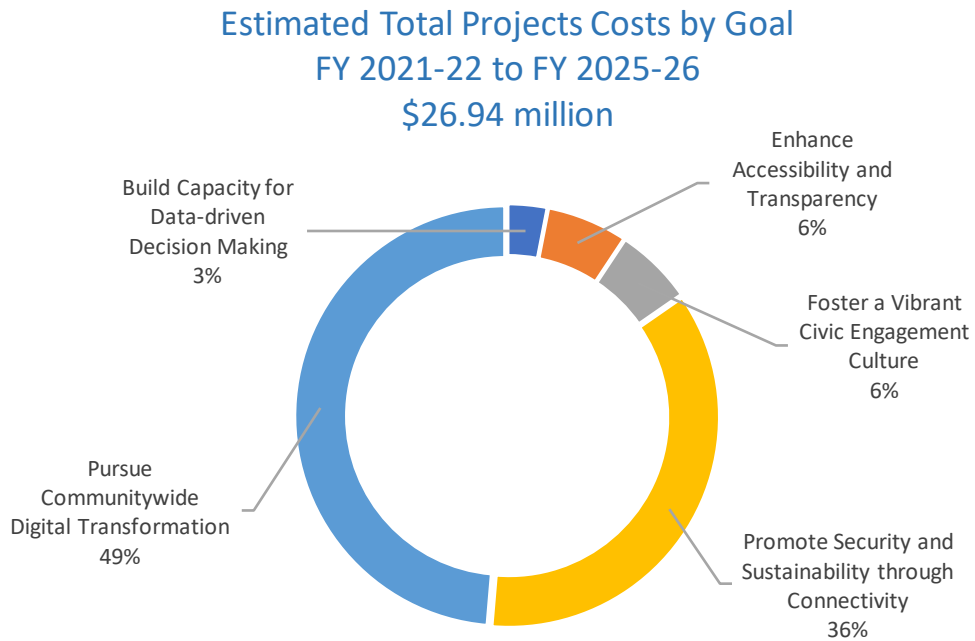
The IT department operates as an internal service fund and for fiscal year 2020-21 has an adopted operating budget nearing \$12.5 million with an additional \$1.2 million budgeted for annual hardware replacement. For fiscal year 2021-22 the IT Department is requesting just under \$13.3 million for its operating budget and just over \$1.1 million for annual hardware replacement. Hardware replacement includes all PCs and systems infrastructure, like switches, firewall and routers that are scheduled to be replaced in the coming fiscal year.

Annual revenues for IT operations and replacements are collected from the city's operating departments in the form of a monthly chargeback. The fiscal year 2021-22 estimated revenue for the operating budget is being requested at \$13.3 million. The fiscal year 2021-22 estimated revenue for the hardware replacement fund is calculated to support the annual hardware replacement budget and is being requested at just under \$1.4 million.

The city has nearly 1,200 various types of PCs and nearly 700 various types of infrastructure items. Each of these items are on a replacement cycle ranging from three years to up to 20 years. Yearly, as items become due to replacement, IT Administration ensures that all budgeting requests are made during the annual budget process and then purchases equipment based on the requirements and specifications of the IT division responsible for the replacement.

ESTIMATED TOTAL APPROPRIATIONS BY GOAL

Going into the fiscal year 2021-22, there are approximately 37 continuing and new projects planned over the next five years at an estimated total cost of \$26.94 million. Included in the \$26.94 million is approximately \$15.41 million in estimated new costs over the course of the same time frame to provide additional funding for the continuation of existing projects as well as funding for new projects. Within the \$15.41 million is approximately \$4.87 million of estimated new appropriations for fiscal year 2021-22 for these same projects.



Pursue Communitywide Digital Transformation

\$13.11 million

This goal includes updating connectivity, providing up-to-date hardware and software, and a robust security strategy.

Build Capacity for Data-driven Decision Making

\$0.83 million

This goal's projects include the policies, procedures and staffing necessary for the city to fully capture the value of emerging models of data analytics. It also includes building a comprehensive approach to citywide data management to enable data-rich key performance metrics and effective operation of city departments. A data policy and resources will be created to align departments with standards of data cataloging for compliance ease of data sharing

Foster a Vibrant Civic Engagement Culture

\$1.63 million

The city's civic engagement culture builds upon the first two goals with a human-centered perspective that an engaged city that uses data and technology in a way that respects people and their privacy. Projects in this category will support a vibrant culture where residents, organizations and businesses are invested in their community and its future.

Enhance Accessibility and Transparency

\$1.68 million

This goal recognizes that open government and approaching problem-solving from an accessibility perspective leads to better outcomes for all. Projects in this category include Civic Engagement with Open Data, Online Permitting/Electronic Reviews, Records Management System and a Virtual Permitting Counter.

Promote Security and Sustainability through Connectivity

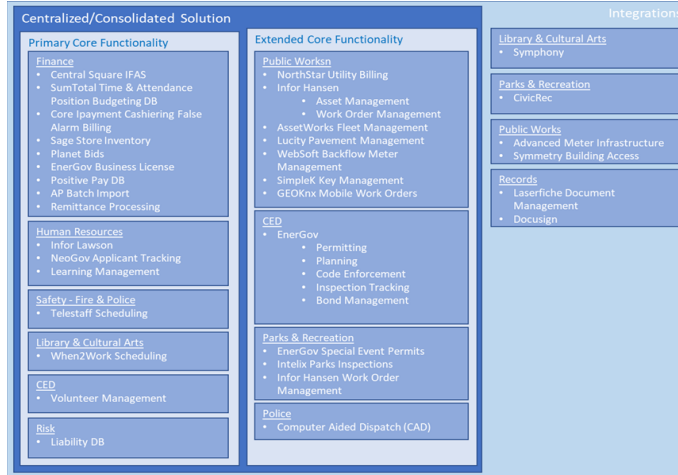
\$9.70 million

Projects in this goal include the annual replacement of hardware and technology infrastructure, a Facility Security Master Plan, the replacement of the Police Computer Aided Dispatch System and a Unified Communication System to replace the city's aging phone system.

SDTIP PROJECTS

PURSUE COMMUNITYWIDE DIGITAL TRANSFORMATION

Consolidation & Replacement of Core Systems



Project Funding Source:
Innovation Fund \$ 4,400,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational NA
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 400,000	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ 4,400,000

About This Project

This project provides for the consolidation and replacement of the city's core systems. There are approximately 20 core systems include the city's financial, human resources, payroll, budget, asset and work order management, licensing and permitting, utilities operations, computer aided dispatch, land management, and program-event management. Rather than operate many systems with narrow applicability, the city is evaluating ways to consolidate its core systems as legacy applications are replaced. This may mean accelerated replacement for certain systems. The goal is to reduce redundancy and inefficiency with operating many different systems with different vendors.

Consolidating down to a few systems that seamlessly integrates data and provides a more uniform interface will improve the experience of city employees and the public. The scope of this multi-year initiative includes the analysis, selection, purchase and implementation of the software and hardware necessary to consolidate, replace and integrate these systems, with as few systems as possible, while maintaining or enhancing existing capabilities.

Functional requirements and business processes are currently being evaluated. Once this process is complete, the city's consultant will provide a comprehensive report outlining the city's requirements for a new consolidated system as well as outlining the options and costs associated with system consolidation and replacement based on an evaluation of the city's needs. The next step will involve the development and issuance of a request for proposal for a new consolidated system. This process will take place during fiscal year 2021-22 and no funding for the implementation, operation or replacement costs are currently being requested. Funding for the acquisition and implementation of a new system will be requested as part of the fiscal year 2022-23 and 2023-24 SDTIP and is estimated to be a total of \$4,000,000. More definitive costs will be identified during the request for proposal process.

At this time, depending on the recommendations of the request for proposal process, it is not feasible to determine any operational or replacement costs.

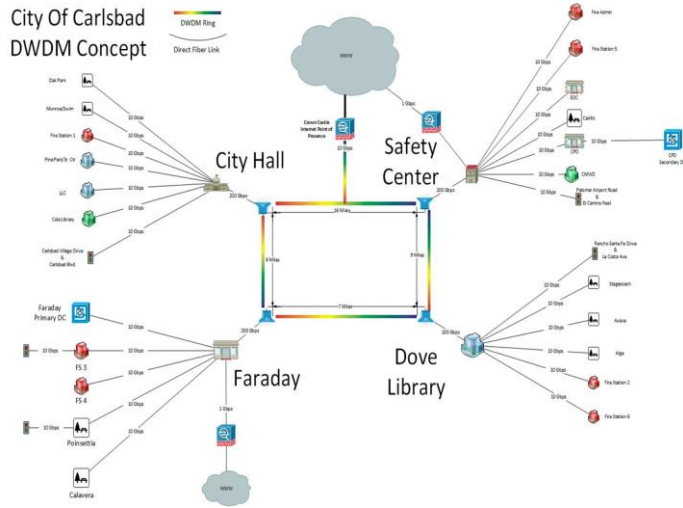
Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The city's current application portfolio does not meet the city's operational requirements, does not meet user needs, does not follow industry best practices, lacks integration, and is inhibiting the city's ability to make data-driven decisions. Having fewer systems that consolidate the city's core business functions will enable streamlined business processes and provide more timely access to data and information. It will also enhance operations and reduce inefficiencies of employees having to learn and operate multiple systems.

Digital Information Network



Project Funding Source:
Innovation Fund \$ 4,825,584

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational (245,000)
Replacement 225,000

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 4,725,584	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ 4,825,584

About This Project

The city has an opportunity to work with a private company called Crown Castle to build a more robust digital information network for its employees and facilities. This will replace a service currently provided by another company under contract. The city will need to purchase advanced equipment and software to set up and manage this network. However, the overall expense would be much less than it would cost the city to lease equivalent network services. This new network will provide more potential for growth to meet the city's digital goals and offer a better value for the city.

Operational costs for providing networking services after this project is complete are expected to decrease by an estimated \$245,000 annually for the first five years, however there may be fluctuation to the savings as licensing and requirements change for the network. Replacement costs for the hardware associated with this project that will need to be accounted for in future budgets and is estimated to be \$225,000 per year.

As this project nears completion, the city has obtained the services of a consultant to assist staff in developing a detailed roadmap mapping communication needs to necessary enhancements. Therefore, the request is for an additional \$100,000 in the fiscal year 2021-22 SDTIP to support these initial enhancements.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

In 2017, Crown Castle reached a licensing agreement with the city allowing it to install wireless data transmitters on municipal facilities. The agreement with Crown Castle gives the city access to existing fiber-optic cable assets owned by Crown Castle for city use. These cables are made up of multiple fibers which cannot be physically separated from the rest of Crown Castle's cable infrastructure and so special arrangements must be made between Crown Castle and the city to use this asset.

This network will carry the information needed for data processing, email, internet access, public safety applications and a wide range of services that are crucial to city operations. It will also connect traffic and utilities infrastructure while enabling other innovative applications.

Enterprise Asset Management System



Project Funding Source:

Innovation Fund \$ 1,600,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 100,000	\$ 1,000,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 1,600,000

About This Project

This project provides for the implementation of a new web-enabled enterprise asset and work order management system which will be used across all city departments to consolidate disparate asset databases, work order systems and inventory management tools. Functional requirements and business processes have been documented and the city's consultant is currently drafting a comprehensive report outlining the city's requirements for a new enterprise asset management system. These requirements will be used to develop and issue a request for proposal which will take place during fiscal year 2021-22. The implementation and operational costs that are currently being requested are \$1,000,000. More definitive costs will be identified during the request for proposal process and will be approved by City Council when the contract for the selected solution is placed on a future council agenda.

At this time, depending on the recommendations of the request for proposal process it is not feasible to determine any operational or replacement costs.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

Currently, assets and work orders are managed and tracked in various ways by different departments, many using disparate, stand-alone Excel spreadsheets, custom or Microsoft based databases that lack integration, or paper files. This decentralized approach to asset management results in less accurate and reliable inventory numbers, decreased accountability for assets in general, less efficient use of staff time, and billing inaccuracies for those assets that are used as a basis to charge other departments and external customers.

Financial System Upgrade



Project Funding Source:
Innovation Fund \$ 500,000

Managing Department:
Finance

Estimated Annual Costs
Increase/(Decrease):
Operational 41,000
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 500,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500,000

About This Project

In May, the city successfully completed an upgrade to the city's existing financial system from IFAS, version seven, to CentralSquare Finance Enterprise (v. 19).

After this project is complete, operational costs for providing the upgraded financial are expected to increase by an estimated \$41,000 annually. There is no replacement cost associated with this project.

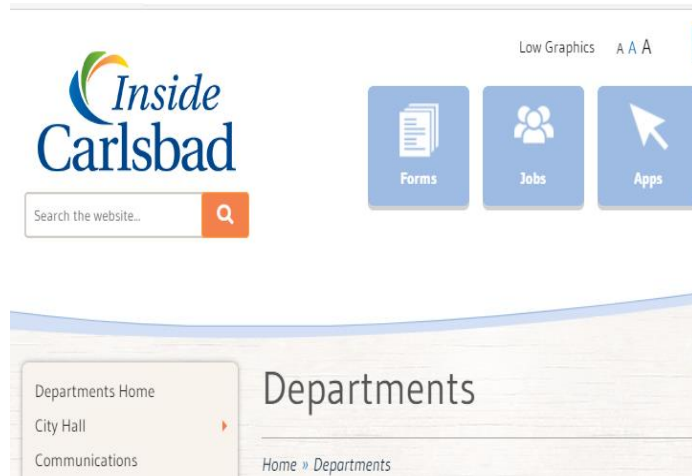
Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The existing financial system, IFAS, was last upgraded in 2009 and is currently 12 versions behind. As a result, the system has begun to experience stability issues and, within the next year, will no longer be supported by the vendor. This upgrade will not only bring us to the most current supported version but will also enable us to implement modern features and workflows that will improve business process efficiency. Upgrading the system will also provide a stable environment that will exist until the functionality provided by this system is incorporated into a consolidated integrated system.

Intranet Upgrade



Project Funding Source:
Innovation Fund \$ 60,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational NA
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 60,000

About This Project

This project provides for the upgrade of the city’s Intranet website. The Intranet is an internal website accessed by city staff and is used for sharing information, policies and forms such as administrative orders, purchasing policies, templates for professional services agreements and forms used for human resources personnel actions. Based on current project demand and resource availability, this project is being tentatively scheduled for fiscal year 2022-23 and funding will be requested as part of the fiscal year 2022-23 SDTIP.

Operational costs are not expected to change as a result of this project. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The content management system that hosts the existing Intranet site is no longer supported by the vendor. In order to maintain a stable, reliable and supported Intranet site, the city needs to upgrade to the latest version of the vendor’s content management system.

Learning Management System (LMS)



Project Funding Source:

Innovation Fund \$ 410,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational 72,000

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 410,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 410,000

About This Project

In February, the city implemented a new enterprise level learning management system, Cornerstone, that tracks training and certifications, provides robust reporting, and facilitates the delivery of both in person and online educational courses.

Operational costs for providing the learning management system after this project is complete are expected to increase by an estimated \$72,000 annually starting in year four. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The city currently has multiple existing learning management system solutions that are department-specific and not integrated. As a result, a city employee has training records in multiple systems, depending on the training requirements of their position. This siloed approach creates a management challenge and increases the risk of non-compliance with required training and certifications. The goal of the project is to implement a citywide learning management system to consolidate training records for City of Carlsbad staff and facilitate compliance with required training. The possibility of expanding the use of the system to include the delivery of public classes offered by the Library & Cultural Arts Department is also being evaluated.

Mobile Computer Program



Project Funding Source:

Innovation Fund \$ 350,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational 20,000

Replacement 64,000

	Prior Year	Req FY21-22	Est FY22-23	Est FY23-24	Est FY24-25	Est FY25-26	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Innovation Fund	\$ 350,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 350,000

About This Project

The mobile computer replacement project gives staff of the Carlsbad Police Department the tools necessary to complete their daily tasks from anywhere in the city safely and securely. Embedded Long Term Evolution, or LTE, and Global Positioning System, or GPS, chips allow dispatchers to monitor the location of an officer’s vehicle in real time, thereby increasing officer safety. The Police Department has fully transitioned to mobile computers. Any remaining funding will be used to transition other city employees to mobile devices.

Operational costs increase by an estimated \$20,000 for the required software and licensing costs associated with the increase in the number of laptops. Annual replacement costs increased by an estimated \$64,000 with the increase in the number of laptops and the conversion of desktops for laptops.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

It is essential that all police personnel have the ability to work remotely during their assigned shifts. With a dedicated laptop assigned to every officer they will be able to attend briefings from their vehicle, receive calls from dispatch and complete reports in the field making them more productive throughout their shift. Having laptops assigned to every individual gives them ownership and responsibility for their own equipment, extending the life of the laptops. Not having to share equipment also aids in the prevention of COVID-19 germ transmission. Officers can telecommute and have secure access to all the resources they would otherwise have in the office directly from their homes, if needed. They will also become more familiar with the applications they use on a daily basis.

OKTA/ServiceNow Automation



Project Funding Source:

Innovation Fund \$ -

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 200,000	\$ (200,000)	\$ -	\$ -	\$ -	\$ -	\$ -

About This Project

Identity management is the system which automates user account creation, changes and deactivation. The system that was in place to provide this service was no longer supported by the vendor, had major deficiencies and needed a major update or replacement.

Initially, it was determined that outside consulting services would be required in order to complete this project. Prior to securing these consulting services, the IT Department was able to reevaluate the project and found an innovative way to accomplish its goals using internal staff and an agile change approach. Therefore, this funding is no longer required.

There are no new annual operational or replacement cost associated with this implementation.

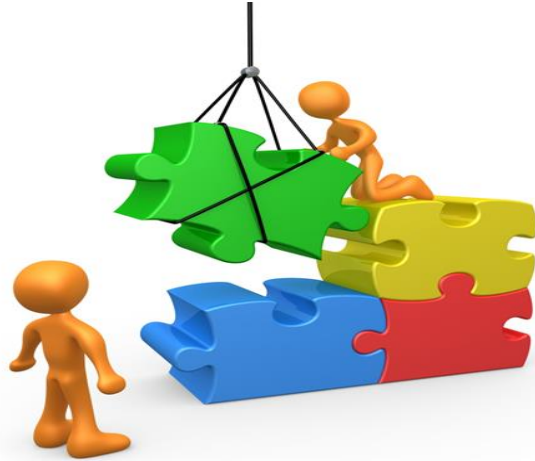
Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

This integration allowed IT to manage staff onboarding and offboarding of hardware and software assignments.

Project Portfolio Management Tool & Consulting



Project Funding Source:
 Innovation Fund \$ 500,000

Managing Department:
 Information Technology

Estimated Annual Costs
Increase/(Decrease):
 Operational NA
 Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 200,000	\$ 300,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000

About This Project

This project’s goal is to implement an enterprise system to manage city projects including Capital Improvement Program projects, Information Technology projects and other miscellaneous city projects from inception to completion. A consultant has been engaged to work with the city to identify project management processes and develop requirements. The findings from this engagement will be used to develop a Request for Proposal for the acquisition and implementation of a new comprehensive project management system. The RFP will be issued during fiscal year 2021-22 and \$300,000 is being requested for the implementation of a new project management tool. More definitive costs will be identified during the request for proposal process and will be approved by the City Council when the contract for the selected solution is placed on a future City Council agenda.

At this time, depending on the recommendations of the request for proposal process, it is not feasible to determine any operational or replacement costs.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The city has a very large portfolio of projects that are currently managed manually using spreadsheets and various project management tools. There is a need for a centralized management platform to provide efficiencies and visibility into status.

ServiceNow Software Asset Management Implementation



Project Funding Source:
Innovation Fund \$ 150,000

Managing Department:
Information Technology

Estimated Annual Costs Increase/(Decrease):
Operational 36,000
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

About This Project

ServiceNow is the application that IT Department staff use to service staff technology needs. The Software Asset Management project adds new functionality to the ServiceNow tool to allow the IT Department to easily keep track of the city’s software assets. The new functionality will track how many software licenses have been purchased, who they are assigned to and the cost of each license.

Operational costs for providing the software asset management after this project is complete are expected to increase by an estimated \$36,000 annually. There is no replacement cost associated with this project.

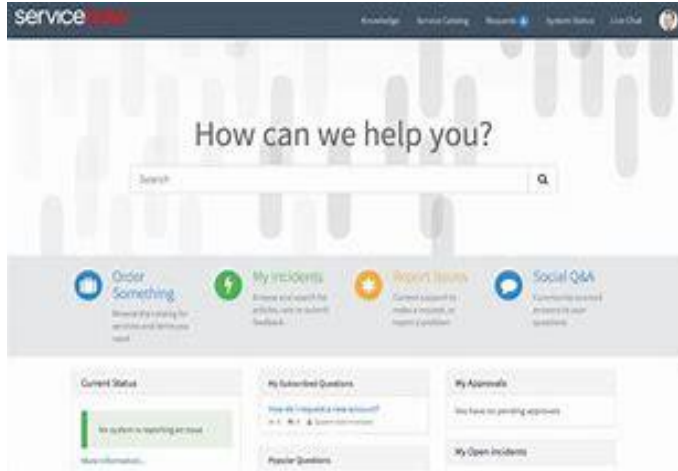
Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The city needs an automated centralized tool to manage software license distribution and usage. Manually tracking software licensing to determine the overall costs for software for budget purposes is time consuming and can yield inaccurate results. The city also currently does not have an automated tool to track how many software licenses are in use and when they should be renewed. Software asset management will track software licenses that have been assigned, those not in use, when a license was last used, when licenses are due for renewal and the license costs. It will also automate assigning or removing licenses as part of the Human Resources Department’s onboarding and offboarding process.

ServiceNow Service Portal



Project Funding Source:

Innovation Fund \$ 150,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

About This Project

ServiceNow is an application that staff uses to communicate with the IT Department when they need to ask for help on technical issues or to make technology requests. The ServiceNow Service Portal is the webpage that users navigate to submit these issues and requests. This project is to transition from an old version of the portal to a new enhanced version. The new portal has features that can be easily customized to make it easier for staff to use.

Operational costs are not expected to change as a result of this project. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The IT Department regularly receives complaints from staff that the current self-service page can be difficult to use. Staff finds it hard to browse options and locate the correct issue to report to the IT Department. The new modern portal will be designed to be simple, intuitive and easy to use so staff can quickly find the correct issue to send to the IT Department and track their progress.

Timekeeping System Upgrade



Project Funding Source:

Innovation Fund \$ 120,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ -	\$ 120,000	\$ -	\$ -	\$ -	\$ 120,000

About This Project

This project provides for the upgrade of the city’s timekeeping system. Based on current project demand and resource availability, this project is being tentatively scheduled for fiscal year 2022-23 and funding will be requested as part of the fiscal year 2022-23 SDTIP.

Operational costs are not expected to change as a result of this project. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Pursue Communitywide Digital Transformation

Project Need

The city’s existing timekeeping system was last upgraded in 2019. In order to stay on a current, stable and vendor-supported version of the application, an upgrade is necessary. The next version will also fix bugs and provide functionality that will improve processes and increase the productivity of Finance Department payroll staff.

Minor Projects and Strategic Initiatives

GPS Technology Hardware – Minor Project

This is a prior year funded Innovation Fund project in the amount of \$45,916 being managed by the Facilities & Fleet Department. The project will allow for GPS tracking of city vehicles ranging from patrol units to the city's marked departmental white vehicles. Requirements are still being determined, but the project will initially include tracking of vehicle utilization and condition reporting. The project is expected to start in the first quarter of fiscal year 2021-22 and be complete by the end of the fourth quarter of fiscal year 2021-22.

Transition to a Single Identity for Users of City Services – Strategic Initiative

Depending on their use of city services, a City of Carlsbad resident may have up to half a dozen different account usernames and passwords they must keep track of for their interactions with the city. Examples include:

- Water and sewer billing
- CarlsbadConnects app
- Carlsbad City Library
- Recreation passes and permits
- Business licenses

Maintaining login credentials for so many different services is inconvenient for users and, in some cases, deters the public from using these systems altogether. Many of the frustrated users require staff assistance to sort out their login problems. The time spent dealing with these complexities undermines the original goal of creating efficiency.

As the city's customer-facing applications are upgraded and integrated, city staff will work to reduce the number of separate account identities a resident or business owner needs to maintain to interact with the city online. Ultimately, the goal is for users to only need to remember one login credential to be able to access any city service.

At this time, there is no funding requested for this initiative. Future funding may be necessary to provide tools for managing a single user identity for city services.

BUILD CAPACITY FOR DATA-DRIVEN DECISION MAKING

Data Governance and Operational Analytics



Project Funding Source:

Innovation Fund \$ 295,000

Managing Department:

Innovation & Economic Development
Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational 360,000

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 295,000	\$ -	\$ -	\$ -	\$ -	\$ 295,000

About This Project

This project focuses on building a comprehensive approach to citywide data management to enable data-rich key performance metrics and effective operation of city departments. A data policy and resources will be created to align departments with standards of data cataloging for compliance ease of data sharing.

After initial implementation, operational costs are estimated to increase by \$360,000 going forward. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Build Capacity for Data-driven Decision Making

Project Need

Connected Carlsbad calls for building capacity for data-driven decision making fostering a vibrant civic engagement culture. This project will serve as the foundation for delivering more efficient city services through a better understanding of key performance metrics for all city departments by leveraging data. The project will include the implementation of a citywide data policy to govern how the organization collects, maintains and secures data to enable rich reporting and analytics for operations and leadership. The policy will enact a data governance team that can revise the policy as needs and priorities change. The data governance team will direct and oversee the data catalog, data inventory, and participate in the evaluation of new systems that will collect data. The data governance team will also regularly review data security and audit processes of data collection and retention. The project will fund the implementation of a data lake to house a centralized location to facilitate easier cross-department reporting. Staff training of data stewardship and how to unlock operational insights using new data tools is an additional element of the project. This project will also include the delivery of department performance dashboards to inform leadership and the City Council on the ongoing efforts of agency goals. In addition, the project creates capacity to acquire external datasets that inform city operations and provide benefit to multiple departments.

Discovery Management Assessment



Project Funding Source:

Innovation Fund \$ 30,000

Managing Department:

Innovation & Economic Development
Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 30,000	\$ -	\$ -	\$ -	\$ -	\$ 30,000

About This Project

The first phase of this project involves the completion of an assessment to identify the functional and business requirements for a discovery management solution. These requirements will be used to develop and issue a request for proposal which will take place during fiscal year 2022-23. The funding currently being requested is for consulting services to conduct the assessment. Funding for the acquisition and implementation of a discovery management system will be included as part of the fiscal year 2022-23 SDTIP.

At this time, depending on the recommendations of the assessment it is not feasible to determine any operational or replacement costs.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Project Need

The current process of identifying, gathering, sorting, reviewing and producing information and documents required for litigation discovery is cumbersome and time consuming. The implementation of a discovery management solution would enable the city to identify, gather, and sort information and records from the massive volumes of content that span the city, including emails, and then sort and eliminate exact copies to reduce the effort and cost of reviewing and producing the remaining content. The discovery management solution may also be used for responding to large California Public Records Act requests.

Meter Data Management and Utility Analytics



Project Funding Source:
Pending \$ 500,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational 175,000
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Pending	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ -	\$ 500,000

About This Project

Implement the Meter Data Management and analytics modules that are offered as additional functionality to the existing utility billing system.

Based on current project demand and resource availability, this project is being tentatively scheduled for fiscal year 2022-23 and funding will be identified and requested as part of the fiscal year 2022-23 SDTIP.

After initial implementation, operational costs are estimated to increase by \$175,000 going forward. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Project Need

The city has an existing automated meter infrastructure. Last year, the city completed a major upgrade to the utility billing system. However, there are still many manual processes that exist between the two systems. For example, if for some reason a meter is not being automatically read, a report generated out of the automated meter infrastructure system will identify the meter and a work order must be manually created in the utility billing system to dispatch a meter reader to read and troubleshoot the meter. Implementing the Meter Data Management functionality of the utility billing system will automate this and several other integrations processes.

Additionally, the Meter Data management solution offers robust analytics capability including a key performance indicator dashboard, advanced leak detection and notification, water loss analysis and water conservation management.

Minor Projects and Strategic Initiatives

Establish a Performance Management Program – Strategic Initiative

The city uses a variety of performance management measures, some of which. In the past, the city used a comprehensive performance management structure, but this approach was discarded due to doubts about the relevance of given performance measures and doubts about the efficacy of the approach as a whole. However, over the past several years, several think tanks and nonprofit organizations have developed new best practices for performance management, using strategies that take advantage of the latest developments in enterprise resource planning and data management.

Developing an industry-leading performance management program is a long-term initiative of process optimization that is heavily dependent on success in the other projects and initiatives. Early steps to re-establish and enhance existing performance measures can begin taking place but due to workload will likely not begin until 2022. Development of an advanced performance management program will likely not begin until 2024, after the replacement of core city systems is completed and significant additional capacity for data analytics is developed.

At this time, there is no funding requested for this initiative. Future funding may be necessary to provide for the implementation of performance management tools

FOSTER A VIBRANT CIVIC ENGAGEMENT CULTURE

Audiovisual Upgrades



Project Funding Source:

Innovation Fund \$ 1,025,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 525,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,025,000

About This Project

This project provides for upgrades and growth of the city's audiovisual equipment. The work landscape has changed where audiovisual equipment that supported staff meetings in a room is now supporting meetings held virtually. The audiovisual equipment will be updated and maintained to meet this new work environment.

There are no annual operational cost changes associated with this project. Replacement costs cannot be feasibly estimated until the new equipment purchased.

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

This allows for the standardization of audiovisual equipment within the city's work facilities so personnel can conduct business with internal and external resources virtually, without the need to move between facilities for meetings.

Council Chamber Technology Upgrade



Project Funding Source:
Local Cable Infrastructure \$ 150,000

Managing Department:
Information Technology

Estimated Annual Costs Increase/(Decrease):
Operational NA
Replacement 15,000

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Local Cable Infra.	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000

About This Project

This project involves upgrading video technology in the City Council Chamber to city hardware and software standards for improved, robust service delivery.

There are no annual operational cost changes associated with this project. Annual replacement costs will increase by an estimated \$15,000.

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

The current controls and infrastructure equipment for the City Council Chamber were installed in 2015 and have experienced continued equipment failures that interrupted City Council meetings, were costly to repair and caused problems receiving technical support. Upgrading the video technology in the City Council Chamber will fix technical issues and stabilize this critical site with proven technology that can be supported and updated as needed.

Digital Engagement & Analytics Consultant



Wear a Mask for Everyone

Project Funding Source:

Innovation Fund \$ 200,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 200,000

About This Project

This pilot project is intended to test various digital communication strategies to enhance city communication with residents. This includes website banner ads, pay-per-click ads, email marketing, retargeting and social media advertising. Due to COVID-19, its implementation of the initial campaign was delayed, and the focus of the initial campaign shifted from community services to COVID-19 health and safety messages and support for economic revitalization initiatives. Based on the effectiveness of these tools, existing methods of communication, such as printed materials, could be phased out to offset the cost of digital outreach.

At this time, depending on the outcomes of the various pilot projects it is not feasible to determine any operational or replacement costs.

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

The City of Carlsbad is committed to providing high quality services at the best value to taxpayers. This includes how the city communicates and engages with the community about city programs, services, issues and events. As communication preferences and tools change, the city wants to ensure it continues to use the most effective and efficient communication and engagement strategies possible.

Outdoor Wireless Study



Project Funding Source:

Innovation Fund \$ 100,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000

About This Project

This project will conduct an initial study for a citywide outdoor wireless program at city facilities for the public to use.

At this time, depending on the recommendations of the study it is not feasible to determine any operational or replacement costs.

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

With the continued increase in use and reliance on smartphones and other mobile devices, the city needs a comprehensive approach to the availability of Wi-Fi connections at all city facilities. There is currently free Wi-Fi available inside city facilities. This study will help the city identify the necessary deployment to offer outdoor wireless at its facilities. After the digital information network is in place, the city will have the capabilities to greatly expand the use of its wireless network to include outdoor services. In order to determine the most appropriate solution, the IT Department would like to hire a consultant to develop a plan.

Teleconferencing Services for Public Meetings



Project Funding Source:
Innovation Fund \$ 150,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational NA
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 240,000	\$ (90,000)	\$ -	\$ -	\$ -	\$ -	\$ 150,000

About This Project

In fiscal year 2020-21, one-time funding was requested and approved in the Innovation Fund to equip the city with the ability to expand the use of teleconferencing technology. Due to COVID-19 restrictions and the need to remain in compliance with the Brown Act, it has been necessary to conduct all public meetings virtually. In addition, other city services that used to be provided in person, such as classes and permit inspections, had to be moved to the virtual space as well. Included in the approved funding were the cost of technologies such as Zoom, Infinite Conferencing and contracted support services.

For the fiscal year 2021-22 Operating Budget Request there is an estimated total of \$227,000 of increases requested by various departments to support the continued use of teleconferencing services for all public meetings. There are no replacement costs associated with this project.

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

Public meetings and some city services and classes are now being conducted virtually which requires virtual meeting licensing and ongoing audiovisual technical support.

ENHANCE ACCESSIBILITY AND TRANSPARENCY

Civic Engagement with Open Data



Project Funding Source:

Innovation Fund \$ 180,000

Managing Department:

Innovation & Economic Development

Estimated Annual Costs

Increase/(Decrease):

Operational 175,000

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 180,000	\$ -	\$ -	\$ -	\$ -	\$ 180,000

About This Project

This project enables community engagement with city operations and makes government more open and accountable. An open data portal will provide a resource for citizen access to detailed financial, operational and historical datasets of city activity.

After initial implementation, operational costs are estimated to increase by \$175,000 going forward. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

Serving as the accessibility and transparency part of the Data Governance and Operational Analytics project, this project will leverage the city’s data resources and deliver an online portal rich of city data to enable increased community engagement and transparency. It is anticipated that this project will also save staff time for all departments by reducing common public records requests by making these datasets always available online. This key project will facilitate a deeper understanding within the community and better inform residents that wish to know more about how their city operates. The data governance team will direct and oversee the open data online catalog and track access to these resources. Phase I will deliver a smaller set of data commonly requested by the public to an online platform. Phase II will expand the publicly available datasets to cover information from all departments and provide live progress on citywide initiatives and City Council goals.

Exploration HUB Audiovisual Upgrade



Project Funding Source:

Innovation Fund \$ 41,852

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 41,852	\$ -	\$ -	\$ -	\$ -	\$ 41,852

About This Project

The Carlsbad City Library’s Exploration HUB offers cutting edge technology programming including access to the latest creative applications and services for video production, digital conversion, video game design, CAD development, audio editing, graphic design and photography. In addition, the space provides 3-D printing, virtual reality, Raspberry Pi, and Arduino instruction. This project provides for the upgrade of the audiovisual equipment within the Exploration HUB. In addition to upgrading the existing audiovisual displays and controllers, a ceiling room sensor will be installed to shut down the audio-visual equipment when the Exploration HUB is vacant and an updated assisted listening system will be installed to better accommodate the hearing impaired.

At this time, it is not expected that this project will result in an increase to operating or replacement costs.

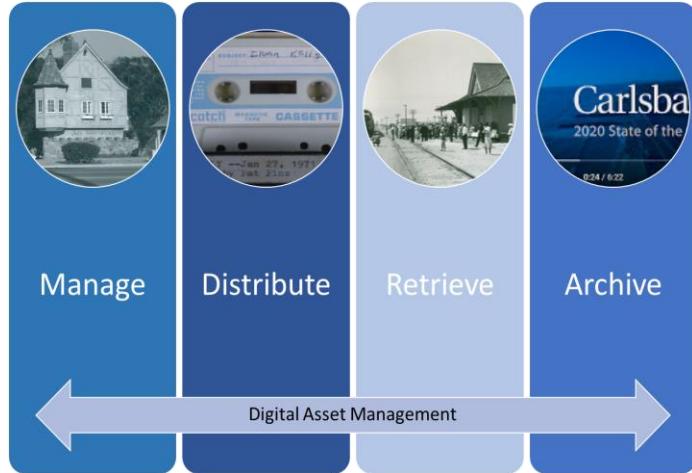
Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

The existing audiovisual equipment in the Exploration HUB was installed in 2016 and is not consistent with the audiovisual technology currently deployed at other locations in the city.

Enterprise Digital Asset Management



Project Funding Source:
Innovation Fund \$ 50,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational NA
Replacement NA

	Prior Year	Req FY21-22	Est FY22-23	Est FY23-24	Est FY24-25	Est FY25-26	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Innovation Fund	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000

About This Project

The first phase of this project involves the completion of an assessment to identify the functional and business requirements for an enterprise digital asset management solution that will provide for the storing, organizing, describing, accessing and preservation of digital assets. These requirements will be used to develop and issue a request for proposal which will take place during fiscal year 2022-23. The funding currently being requested is for consulting services to conduct the assessment. Funding for the acquisition and implementation of an enterprise digital asset management system will be included as part of the fiscal year 2022-23 SDTIP.

At this time, it is not expected that this project will result in an increase to operating or replacement costs.

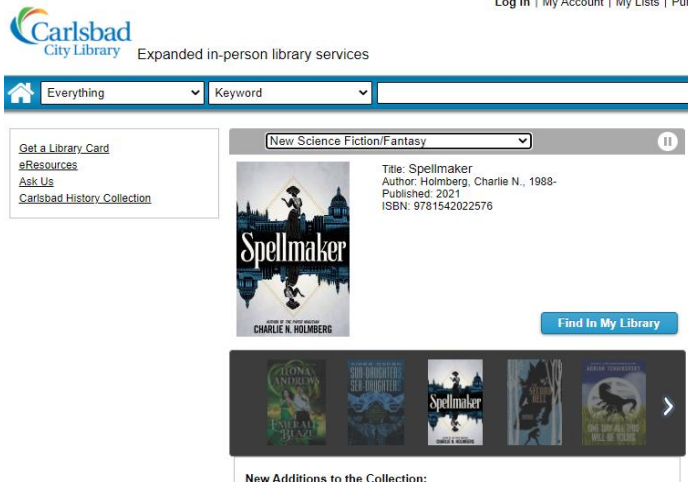
Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

Currently, the city has a wide range of digital assets maintained by numerous departments that are currently managed, stored, accessed and shared using a variety of methods. These digital assets range from unique archival documents, records, films, audio recordings, artwork and photos maintained by the Library & Cultural Arts Department, photos and videos related to the history of Leo Carrillo Ranch Historic Park maintained by the Parks & Recreation Department and photos of current events maintained by the Communications & Engagement Department. Storage of these assets varies from storage on an external hard drive, storage in SharePoint Digital Libraries or saved on network drives. As a result, there is not a centralized environment for the storing and cataloging of these assets which makes finding, sharing and using these resources challenging.

Next Generation Online Catalog



Project Funding Source:
Innovation Fund \$ 40,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational NA
Replacement NA

	Prior Year	Req FY21-22	Est FY22-23	Est FY23-24	Est FY24-25	Est FY25-26	Total
Funding Source	Budget	Budget	Budget	Budget	Budget	Budget	Budget
Innovation Fund	\$ -	\$ 40,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000

About This Project

This project involves the procurement and implementation of a next generation online catalog solution that provides improved relevancy ranking, natural language searching and an enhanced set of features that promote staff and public engagement with library-owned materials and content. In addition, a next generation catalog will integrate with the Library & Cultural Arts Department’s existing patron and materials database solution and will provide the ability for patrons to review their account status, manage holds and make fine and fee payments.

At this time, it is not expected that this project will result in an increase to operating or replacement costs.

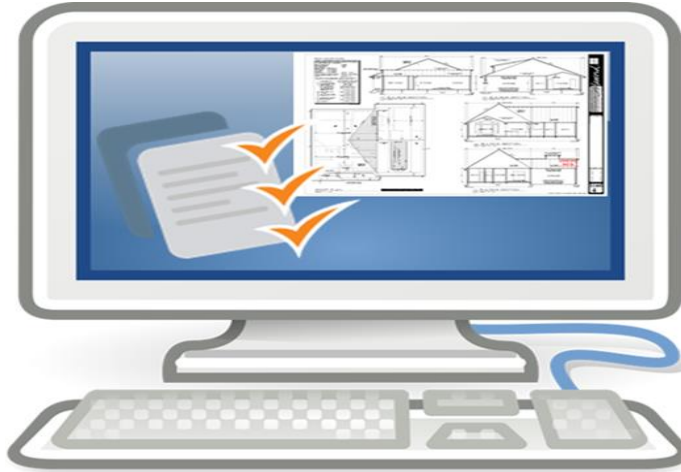
Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

The Library & Cultural Arts Department’s current online catalog enables over 115,000 registered patrons of the Library’s Integrated Library System to search for materials owned by the Library, place hold requests, view their account status and make fine and fee payments. For the duration of the pandemic, the online catalog has served a critical role in providing access to Library-provided content. From June through December 2020, the online catalog had over 165,000 holds placed on Library materials. However, the current online catalog has limitations related to search relevancy along with limited tools for staff to provide patron material engagement. This would include integrated reading lists, promotion of collection areas and staff book reviews. A next generation online catalog solution will provide the enhanced functionality and tools that enable the Library to deliver an enhanced experience for both patrons and staff.

Online Permitting and Electronic Reviews (E-Review)



Project Funding Source:
Innovation Fund \$ 645,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational 27,300
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 645,000	\$ -	\$ -	\$ -	\$ -	\$ 645,000

About This Project

This project will enable the EnerGov Permitting System's public Customer Self Service Portal to accept online permit applications including the electronic submission of plans and drawings.

This project involves in an initial pilot to identify the appropriate hardware and software licensing required for reviewing electronic plans and drawings. Once the pilot is complete and requirements have been identified, a citywide roll out will be completed.

Operational costs will increase by an estimated \$27,300 for required software and licensing costs. Annual replacement costs will also increase by an unknown amount as some staff computers will need to be replaced by higher end workstations.

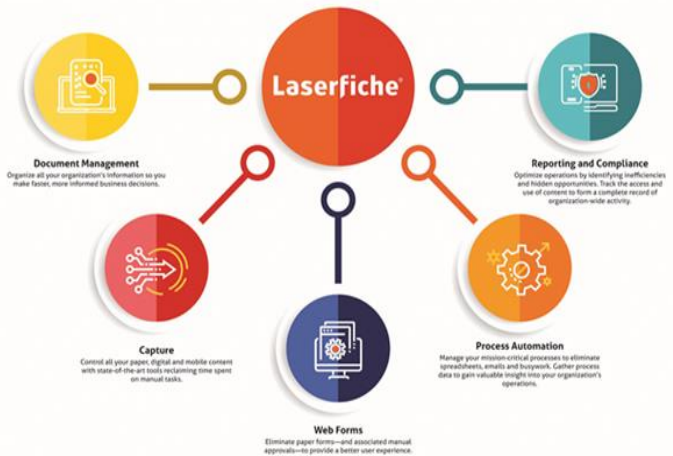
Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

Currently, all permits must be applied for by completing paper applications and submitting multiple physical copies of plans and drawings. Once the paper applications are received, information from the paper applications is then manually entered into the EnerGov permitting system and the physical copies of the plans and drawings are physically routed through various city departments and divisions for review and approval. The functionality to accept online permit applications and accept electronic plans and drawings is currently part of the city's annual maintenance agreement for the EnerGov permitting system. In preparation for accepting online permit applications, the Community Development Department is currently working with an outside consultant to fully document the community development permitting process. This information will be used to configure the Customer Self Service Portal to enable online permit applications and allow the submission of electronic plans and drawings.

Records Management System



Project Funding Source:
Innovation Fund \$ 643,548

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational 31,000
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 533,128	\$ 110,420	\$ -	\$ -	\$ -	\$ -	\$ 643,548

About This Project

In January of 2021, the city replaced its old and antiquated document imaging and records management system with the new and improved Laserfiche system. An additional \$110,420 is being requested for additional licensing to leverage the advanced forms and workflow functionality provided by Laserfiche.

Operational costs will increase by an estimated \$31,000 for required software and licensing costs. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

The current imaging and records management system, which is an electronic repository for all official city records, is not intuitive to use, lacks sufficient document indexing, lacks modern functionality and is currently on a version that is no longer supported by the vendor. Upgrading the existing system would have cost over \$130,000 and would not have corrected any of the current deficiencies or provide any new functionality. Consistent with the city's Application Portfolio Strategic Plan, the existing system was replaced with a new enterprise level system that went live in January of 2021. The first phase of this project focused on existing core document management functionality. The next phase will include leveraging the system's robust business process automation as well as exploring the possibility of moving the city's working documents from existing network storage solutions into Laserfiche, which will facilitate the automation of record retention policies.

OpenCounter Virtual Permitting Counter



Project Funding Source:

Innovation Fund \$ 84,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational 34,500

Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 61,000	\$ 23,000	\$ -	\$ -	\$ -	\$ 84,000

About This Project

Implement OpenCounter's Virtual Permitting Counter application.

After initial implementation, operational costs are estimated to increase by \$34,500 going forward. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

Prior to determining what is required to establish a business or begin development in the City of Carlsbad, potential applicants typically have to meet with city staff. Staff then work to educate the applicant on what is allowable from a zoning perspective, what type of plan cases and permits will be required and how much permitting will cost. OpenCounter establishes an online virtual permitting counter that walks an applicant through much of this process online in a self-service portal.

PROMOTE SECURITY AND SUSTAINABILITY THROUGH CONNECTIVITY

Annual Hardware and Infrastructure Replacement



Project Funding Source:
IT Replacement Fund \$ 5,647,635

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational NA
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	Annual	\$ 1,102,635	\$ 920,000	\$ 1,030,000	\$ 1,485,000	\$ 1,110,000	\$ 5,647,635

About This Project

This project provides for replacement equipment funding for scheduled replacement of laptops, desktops, internal servers, routers, switches, and other network and data center requirements.

There is no increase or decrease in operational costs associated with the annual replacement program. Due to the circular nature of the replacement program replacement costs fluctuate annually depending on the hardware life cycles which can range from three years to 20 years.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

Citywide hardware and infrastructure changes are necessary and ongoing. Replacement equipment is needed to support the city's technology infrastructure and department-specific needs.

Computer Aided Dispatch (CAD)



Project Funding Source:
 Innovation Fund \$ 1,000,000

Managing Department:
 Information Technology

Estimated Annual Costs
Increase/(Decrease):
 Operational NA
 Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000

About This Project

The City of Carlsbad purchased its current Public Safety Computer Aided Dispatch, or CAD, system in 2005. Over the years there have been a series of upgrades to the system by the current vendor as both needs and technology have evolved. Through a series of mergers and acquisitions, the city's current CAD system is now at the end of its life and the city must select a replacement CAD system to maintain the standards required by the State of California and expected by the citizens of Carlsbad. The city is currently evaluating a few finalists and replacement systems vary in costs and proposed platforms. The range of costs for a replacement CAD system with all of the necessary interfaces, excluding required hardware, based on proposals received will cost anywhere from \$980,000 to \$2 million. Staff estimates that the cost of a replacement CAD system will be approximately \$1 million. Final cost will be approved by the City Council when the contract for the selected solution is placed on a future council agenda.

At this time, depending on the CAD system selected, it is not feasible to determine any operational or replacement costs.

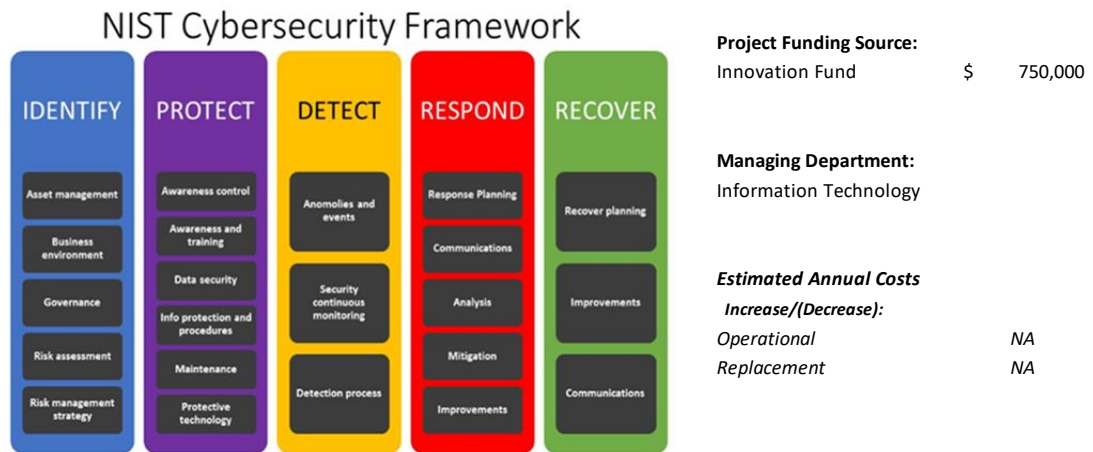
Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

The city needs a new robust and reliable CAD system designed to support law enforcement activities that fully integrates with other system application components and meets the requirements established by the Department of Justice. The CAD solution shall include real-time mapping, automated vehicle location and a mobile data client. This mobile data client must include real-time integrated mobile mapping and automated vehicle location functionality that provides situational awareness and incident management tools to field personnel. The mobile application must be fully integrated with CAD software to ensure a seamless transfer of information between the CAD and Mobile applications, as well as the Police Department's Report Writing and Records Management Systems. The CAD configuration must address system redundancy factors and incorporate backup, failover and recovery solutions.

Cybersecurity Program Development



Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 250,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 750,000

About This Project

The cybersecurity program provides support and protection to the City of Carlsbad so it can successfully accomplish its mission successfully. As the threat landscape is changing and getting more sophisticated in lockstep with advances in technology, the city needs to ensure the city’s cybersecurity program is robust enough to keep threat actors from causing harm to the city.

To ensure that the city addresses the different areas and aspects of cybersecurity, city staff have developed and adopted an approach based on the National Institute of Standards and Technology Cybersecurity Framework to create a defense program which covers five functions:

- **Identify** – Develop the organizational understanding to manage cybersecurity risk to systems, assets, data and capabilities. The activities in the Identify Function are foundational for effective use of the Framework. Understanding the business context, the resources that support critical functions, and the related cybersecurity risks enables an organization to focus and prioritize its efforts, consistent with its risk management strategy and business needs. Examples of outcome categories within this Function include: Asset Management, Business Environment, Governance, Risk Assessment and Risk Management Strategy.
- **Protect** – Develop and implement the appropriate safeguards to ensure delivery of critical infrastructure services. The Protect Function supports the ability to limit or contain the impact of a potential cybersecurity event. Examples of outcome categories within this Function include: Access Control, Awareness and Training, Data Security, Information Protection Processes and Procedures, Maintenance, and Protective Technology.
- **Detect** – Develop and implement the appropriate activities to identify the occurrence of a cybersecurity event. The Detect Function enables timely discovery of cybersecurity events. Examples of outcome categories within this Function include: Anomalies and Events, Security Continuous Monitoring, and Detection Processes.
- **Respond** – Develop and implement the appropriate activities to act regarding a detected cybersecurity event. The Respond Function supports the ability to contain the impact of a potential cybersecurity event. Examples of outcome categories within this Function include: Response Planning, Communications, Analysis, Mitigation, and Improvements.

- **Recover** – Develop and implement the appropriate activities to maintain plans for resilience and to restore any capabilities or services that were impaired due to a cybersecurity event. The Recover Function supports timely recovery to normal operations to reduce the impact from a cybersecurity event. Examples of outcome categories within this Function include: Recovery Planning, Improvements and Communications.

At this time, depending on the types of programs implemented over the course of the project it is not feasible to determine any operational or replacement costs.

Connected Carlsbad Goal

Promote Safety and Sustainability through Connectivity

Project Need

As a result of internal assessments as well as evaluations by external parties, certain initiatives within the five functions of the cybersecurity framework have been identified and will be translated into projects. Implementation of these projects will incur costs and require funding. The funding will cover assessment and evaluation, implementation, and staff-training. Once the security infrastructure is in place, the operational costs will be moved to the operation budget. The following projects are identified and planned for implementation:

- Disaster Recovery program assessment
- Detection capability with Security Incident and Event Management technology
- End Point Protection program evaluation
- Vulnerability management program
- Cybersecurity governance program

Facility Security Master Plan



Project Funding Source:
Innovation Fund \$ 100,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational NA
Replacement NA

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 100,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000

About This Project

This includes the initial project for a closed-circuit television, or CCTV, cameras master plan that would include a citywide inventory identifying potential new locations and developing a citywide plan to follow. CCTV cameras would be located at various city facilities to help ensure safety at these facilities.

At this time, depending on the recommendations of the master plan it is not feasible to determine any operational or replacement costs.

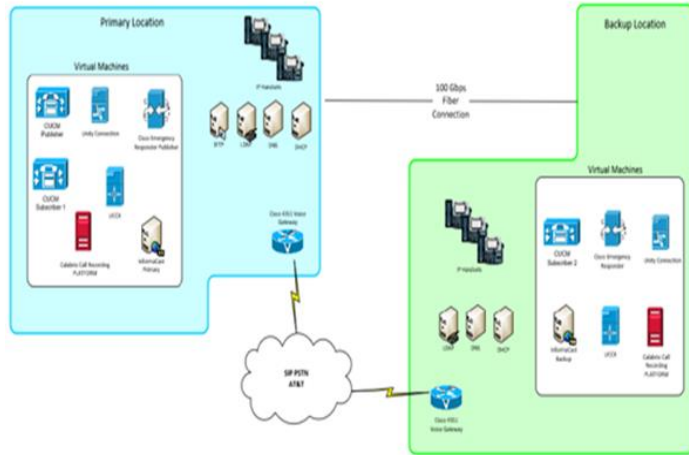
Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

The City of Carlsbad’s video management system is aging. Over time, as the city deploys additional cameras, the overall system performance has been negatively impacted. The proposed master plan shall support multiple geographic sites and will leverage the city’s investment in Pelco, Samsung, Axis and Cisco network hardware as well as GIS capabilities. If a viable replacement solution is more economical than leveraging existing hardware, the city will also consider a replacement solution. The city prefers a phased turnkey solution that includes, design, hardware, implementation, integration, and training with the city’s existing secure card access system AMAG Symmetry. The proposed system shall be scalable or upgradeable for at least 10 years.

Unified Communication System



Project Funding Source:
IT Replacement Fund \$ 2,200,000

Managing Department:
Information Technology

Estimated Annual Costs Increase/(Decrease):
Operational 8,000
Replacement 36,000

Funding Source	Prior Year Budget	Req FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ 2,200,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,200,000

About This Project

The City of Carlsbad’s current telephone system, purchased in 1999, is well past its expected service life and does not offer commonly available telecommunications features needed for a modern workplace. Its age also puts it at risk of failing, which could impair the city’s ability to deliver services.

All the city’s approximately 1,100 desk phones will not necessarily be replaced with new desk phones. Staff will be able to use their computers or smartphones to make phone calls at their desks, instead of having to use traditional desk phones. The system will include conference room devices and specialty wireless phones used in spaces such as the city’s libraries and the Emergency Operations Center.

Operational costs are estimated to increase by \$8,000 annually starting in Year 4. Annual replacement costs are estimated to be \$36,000. As the city nears replacement time frames, the city would examine cloud-based options that may provide an opportunity to fully convert this to a service rather than performing hardware replacement. The initial conversion from hardware replacement to a service could use the replacement funds available to complete the implementation to a service-based phone system.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

The existing phone system has many shortcomings and creates a high risk for the city due to its age. The new system will mitigate many risks and introduce numerous new features to enhance citywide communications.

The system can also be easily integrated into the new digital information network that the City Council approved on Dec. 17, 2019. That network will make the system easier to manage and provide better capability to guarantee call quality.

Minor Projects and Strategic Initiatives

Information Technology Infrastructure Library Training – Minor Project

This is a prior year funded Innovation Fund project in the amount of \$29,500 and was managed by the IT Department. The project was used to fund training on Information Technology Infrastructure Library, or ITIL, classes. ITIL is a set of detailed practices for IT service management that focuses on aligning IT services with the needs of its organization. ITIL describes processes, procedures, tasks, and checklists which are neither organization-specific nor technology-specific, but can be applied by an organization toward strategy, delivering value, and maintaining a minimum level of competency. It allows the organization to establish a baseline from which it can plan, implement and measure. It is used to demonstrate compliance and to measure improvement. Training is complete and the remaining funds of \$17,300 have been returned to the available fund balance of the Innovation Fund.

Police Wi-Fi Expansion – Minor Project

This is a prior year funded Innovation Fund project in the amount of \$30,000 that was being managed by the IT Department. The project would enhance the Wi-Fi at the Police and Fire Headquarters which will provide increased speed and flexibility to Law Enforcement technical systems. With the refurbishing of the Police and Fire Headquarters building pending, this project is no longer required and the funding of \$30,000 has been returned to the available fund balance of the Innovation Fund.

Traffic Management Functionality Enhancements – Strategic Initiative

Over the past decade, the City of Carlsbad has invested significant resources to upgrade its traffic signal infrastructure from a 20th century model based on primitive controllers and sensors to a 21st century model that uses advanced traffic controllers and video-based detection connected by a fiber-optic network to a state-of-the-art traffic management center. The Transportation Department is currently in the process of upgrading the city's traffic signal controllers. The next phase in this transformation is the expansion of the city's new Digital Information Network to provide high speed connectivity to these controllers.

Upgrading the traffic signal controllers paired with the high-speed connectivity that the digital information network will provide and allow for a broad range of advanced functionality, much of which was not available with previous systems, including the ability to:

- Automatically adapt signal sequences based on real-time traffic conditions
- Potentially integrate and communicate with connected and autonomous vehicles
- Improve signal pre-emption for transit vehicles and emergency vehicles based on GPS location data

The growing connectivity within the transportation sector is generating large amounts of data that can be tapped and analyzed to yield new insights about how traffic moves. These insights are valuable not only for traffic and transportation planning, but also for improving environmental sustainability and unlocking new insights for economic development.

This initiative is currently underway and the Information Technology Department is working with the Transportation Department to explore opportunities for enhancement.

Ensure Adoption of Relevant New Technologies are Mirrored into the Emergency Operations Center – Strategic Initiative

The city's Emergency Operations Center provides a central location for police, firefighters, medics and other city officials to meet and coordinate during large-scale emergencies such as wildfires,

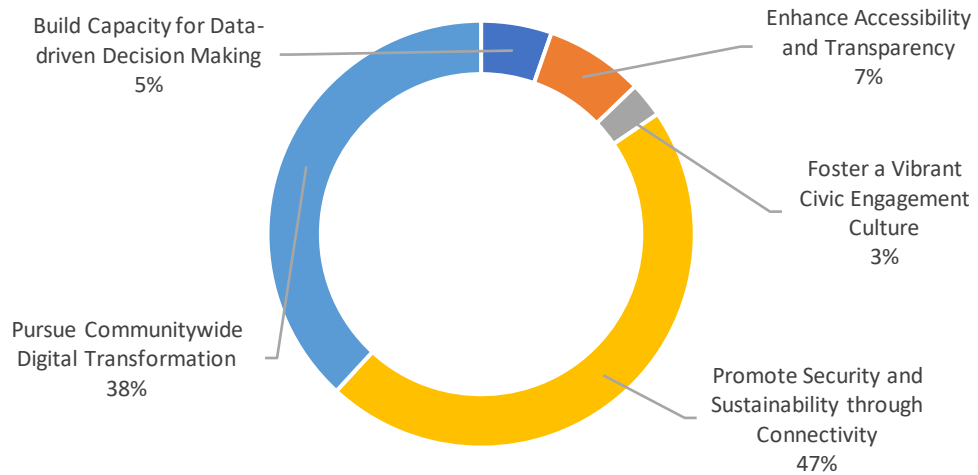
earthquakes, chemical spills and acts of terrorism. The EOC provides officials with real-time information, such as fire perimeters, as well as other information essential to emergency response decisions, such as the location of gas pipelines, schools, parks, etc. The EOC's value to city officials depends on the amount and quality of the information available during emergencies. As city departments implement new technologies — such as unmanned aerial systems, or drones, and GIS mapping tools — city staff must evaluate how these technologies will be reflected in the EOC. This is an ongoing initiative.

FUTURE PROJECTS

Estimated Fiscal Year 2021-22 through 2025-26 Appropriations by Goal

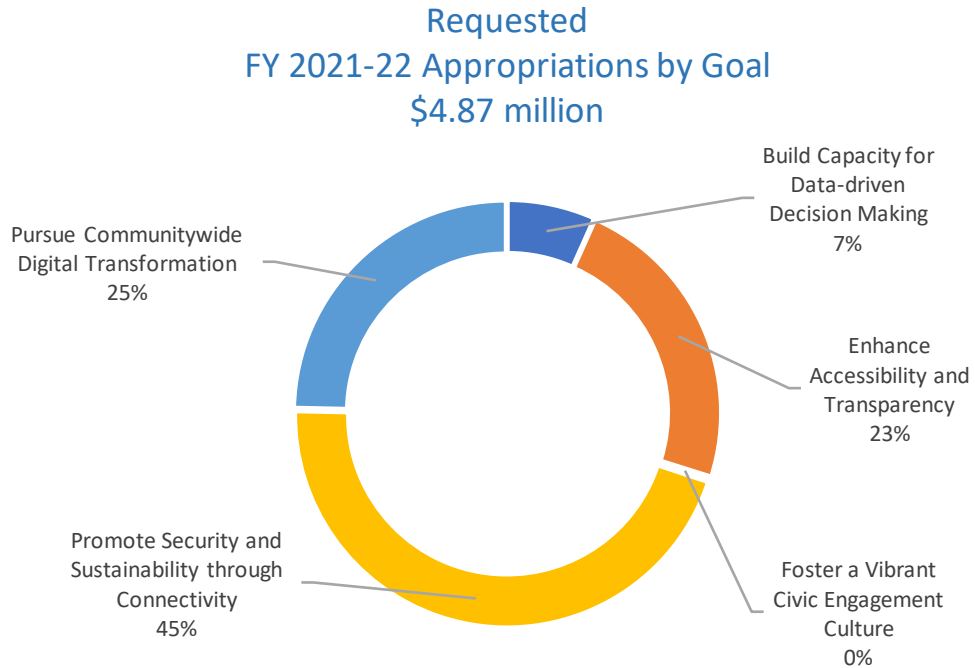
The City of Carlsbad’s SDTIP for fiscal year 2021-22 to fiscal year 2025-26 outlines 37 projects at an estimated total cost of \$26.94 million. Of the \$26.94 million, \$15.41 million is for new or increased funding for projects over the next five years. The information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs.

Estimated Future Projects Costs by Goal FY 2021-22 to FY 2025-26 \$15.41 million



Estimated Fiscal Year 2021-22 Appropriations by Goal

The fiscal year 2021-22 SDTIP outlines \$4.87 million in new appropriations for fiscal year 2021-22 to provide additional funding for the continuation of existing projects as well as funding for new projects.



CONNECTED CARLSBAD GOAL

FIVE-YEAR SCHEDULE OF PROJECTS BY

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM PROJECTS

Connected Carlsbad Goal	Connected Carlsbad Goal	Funding Source	Funding ID	Project Type	Prior Appropriation	Requested Budget 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26	Estimated Total Funding
Pursue Communitywide Digital Transformation											
Consolidation & Replacement of Core Systems	PCDT	IF	95921	Major	\$ 400,000	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	\$ -	\$ 4,400,000
Digital Information Network	PCDT	IF	95891	Major	4,725,584	100,000	-	-	-	-	4,825,584
Enterprise Asset Management System	PCDT	IF	NA	Major	1,000,000	500,000	-	-	-	-	1,600,000
Financial System Upgrade	PCDT	IF	95691	Major	500,000	-	-	-	-	-	500,000
Intranet Upgrade	PCDT	IF	NA	Major	-	60,000	-	-	-	-	60,000
Learning Management System (LMS)	PCDT	IF	95971	Major	410,000	-	-	-	-	-	410,000
Mobile Computer Program	PCDT	IF	95841	Major	350,000	-	-	-	-	-	350,000
OKTA/ServiceNow Automation	PCDT	IF	NA	Major	200,000	(200,000)	-	-	-	-	-
Project Portfolio Management Tool & Consulting	PCDT	IF	95821	Major	200,000	300,000	-	-	-	-	500,000
ServiceNow SAM Implementation	PCDT	IF	NA	Major	150,000	-	-	-	-	-	150,000
ServiceNow Service Portal	PCDT	IF	NA	Major	150,000	-	-	-	-	-	150,000
Timekeeping System Upgrade	PCDT	IF	NA	Major	-	-	120,000	-	-	-	120,000
Global Positioning System (GPS) Technology Hardware	PCDT	IF	NA	Minor	45,916	-	-	-	-	-	45,916
Pursue Communitywide Digital Transformation Total					7,231,500	1,200,000	2,680,000	2,000,000	-	-	13,111,500
Build Capacity for Data-driven Decision Making											
Data Governance and Operational Analytics	BCDDM	IF	NA	Major	-	295,000	-	-	-	-	295,000
Discovery Management Assessment	BCDDM	IF	NA	Major	-	30,000	-	-	-	-	30,000
Meter Data Management/Utility Analytics	BCDDM	Pending	NA	Major	-	-	500,000	-	-	-	500,000
Build Capacity for Data-driven Decision Making Total					-	325,000	500,000	-	-	-	825,000
Foster a Vibrant Civic Engagement Culture											
Audio Visual Upgrades	FVCEC	IF	95371	Major	525,000	100,000	100,000	100,000	100,000	100,000	1,025,000
Council Chamber Technology Upgrade	FVCEC	LCI	NA	Major	150,000	-	-	-	-	-	150,000
Digital Engagement & Analytics Consultant	FVCEC	IF	95911	Major	200,000	-	-	-	-	-	200,000
Outdoor Wireless Study	FVCEC	IF	NA	Major	100,000	-	-	-	-	-	100,000
Teleconferencing Services for Public Meetings	FVCEC	IF	95961	Major	240,000	(90,000)	-	-	-	-	150,000
Foster a Vibrant Civic Engagement Culture Total					1,215,000	10,000	100,000	100,000	100,000	100,000	1,625,000
Enhance Accessibility and Transparency											
Civic Engagement with Open Data	EAT	IF	NA	Major	-	180,000	-	-	-	-	180,000
Exploration Hub Audio Visual Upgrade	EAT	IF	NA	Major	-	41,852	-	-	-	-	41,852
Enterprise Digital Asset Management	EAT	IF	NA	Major	-	50,000	-	-	-	-	50,000
Next Generation Online Catalog	EAT	IF	NA	Major	-	40,000	-	-	-	-	40,000
Online Permitting/Electronic Reviews (E-Reviews)	EAT	IF	NA	Major	-	645,000	-	-	-	-	645,000
Records Management System Expansion	EAT	IF	95871	Major	533,128	110,420	-	-	-	-	643,548
Virtual Permitting Counter (OpenCounter)	EAT	IF	NA	Major	-	61,000	23,000	-	-	-	84,000
Enhance Accessibility and Transparency Total					533,128	1,128,272	23,000	-	-	-	1,684,400
Promote Security and Sustainability through Connectivity											
Annual Hardware and Infrastructure Replacement	PSSC	ITR	NA	Major	Annual	1,102,635	920,000	1,030,000	1,485,000	1,110,000	5,647,635
Computer Aided Dispatch (CAD)	PSSC	IF	NA	Major	-	1,000,000	-	-	-	-	1,000,000
Cyber Security Program Development	PSSC	IF	NA	Major	250,000	100,000	100,000	100,000	100,000	100,000	750,000
Facility Security Master Plan	PSSC	IF	95811	Major	100,000	-	-	-	-	-	100,000
Unified Communications System	PSSC	ITR	NA	Major	2,000,000	-	-	-	-	-	2,000,000
Promote Security and Sustainability through Connectivity Total					2,550,000	2,202,635	1,020,000	1,130,000	1,585,000	1,210,000	9,697,635
Projects Total					\$ 11,529,628	\$ 4,865,907	\$ 4,323,000	\$ 3,230,000	\$ 1,685,000	\$ 1,310,000	\$ 26,943,535

Funding Source Abbreviations

Information Technology Replacement Fund = ITR
 Innovation Fund = IF
 Local Cable Infrastructure = LCI

FIVE-YEAR SCHEDULE OF PROJECTS BY FUND

DIGITAL TRANSFORMATION AND TECHNOLOGY INVESTMENT PROJECTS

Connected Carlsbad Goal Project Name	Funding Source	Connected Carlsbad Goal	Funding ID	Project Type	Prior Appropriation	Estimated Year 1 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26	Estimated Total	
Innovation Fund												
Audio Visual Upgrades	FVCEC	IF	95371	Major	\$ 525,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 1,025,000	
Civic Engagement with Open Data	EAT	IF	NA	Major	-	180,000	-	-	-	-	180,000	
Computer Aided Dispatch (CAD)	PSSC	IF	NA	Major	-	1,000,000	-	-	-	-	1,000,000	
Consolidation & Replacement of Core Systems	PCDT	IF	95921	Major	400,000	-	2,000,000	-	-	-	4,400,000	
Cyber Security Program Development	PSSC	IF	NA	Major	250,000	100,000	100,000	100,000	-	-	750,000	
Data Governance and Operational Analytics	BCDDM	IF	NA	Major	-	295,000	-	-	-	-	295,000	
Digital Engagement & Analytics Consultant	FVCEC	IF	95911	Major	200,000	-	-	-	-	-	200,000	
Digital Information Network	PCDT	IF	95891	Major	4,725,584	100,000	-	-	-	-	4,825,584	
Discovery Management Assessment	BCDDM	IF	NA	Major	-	30,000	-	-	-	-	30,000	
Enterprise Asset Management System	PCDT	IF	NA	Major	100,000	1,000,000	500,000	-	-	-	1,600,000	
Enterprise Digital Asset Management	EAT	IF	NA	Major	-	50,000	-	-	-	-	50,000	
Exploration Hub Audio Visual Upgrade	EAT	IF	NA	Major	-	41,852	-	-	-	-	41,852	
Facility Security Master Plan	PSSC	IF	95811	Major	100,000	-	-	-	-	-	100,000	
Financial System Upgrade	PCDT	IF	95691	Major	500,000	-	-	-	-	-	500,000	
Intranet Upgrade	PCDT	IF	NA	Major	-	-	60,000	-	-	-	60,000	
Learning Management System (LMS)	PCDT	IF	95971	Major	410,000	-	-	-	-	-	410,000	
Mobile Computer Program	PCDT	IF	95841	Major	350,000	-	-	-	-	-	350,000	
Next Generation Online Catalog	EAT	IF	NA	Major	-	40,000	-	-	-	-	40,000	
OKTA/ServiceNow Automation	PCDT	IF	NA	Major	200,000	(200,000)	-	-	-	-	-	
Online Permitting/Electronic Reviews (E-Reviews)	EAT	IF	NA	Major	-	645,000	-	-	-	-	645,000	
Outdoor Wireless Study	FVCEC	IF	NA	Major	100,000	-	-	-	-	-	100,000	
Project Portfolio Management Tool & Consulting	PCDT	IF	95821	Major	200,000	300,000	-	-	-	-	500,000	
Records Management System Expansion	EAT	IF	95871	Major	533,128	110,420	-	-	-	-	643,548	
ServiceNow SAM Implementation	PCDT	IF	NA	Major	150,000	-	-	-	-	-	150,000	
ServiceNow Service Portal	PCDT	IF	NA	Major	150,000	-	-	-	-	-	150,000	
Teleconferencing Services for Public Meetings	FVCEC	IF	95961	Major	240,000	(90,000)	-	-	-	-	150,000	
Timekeeping System Upgrade	PCDT	IF	NA	Major	-	-	120,000	-	-	-	120,000	
Virtual Permitting Counter	EAT	IF	NA	Major	-	61,000	23,000	-	-	-	84,000	
Global Positioning System (GPS) Technology Hardware	PCDT	IF	NA	Minor	45,916	-	-	-	-	-	45,916	
Innovation Fund Total					9,179,628	3,763,272	2,903,000	2,200,000	200,000	200,000	18,445,900	
Information Technology Replacement Fund												
Annual Hardware and Infrastructure Replacement	ITR	PSSC	NA	Major	Annual	1,102,635	920,000	1,030,000	1,485,000	1,110,000	5,647,635	
Unified Communications System	ITR	PSSC	NA	Major	2,200,000	-	-	-	-	-	2,200,000	
Information Technology Replacement Fund Total					2,200,000	1,102,635	920,000	1,030,000	1,485,000	1,110,000	7,847,635	
Local Cable Infrastructure												
Council Chamber Technology Upgrade	LCI	FVCEC	NA	Major	150,000	-	-	-	-	-	150,000	
Pending												
Meter Data Management/Utility Analytics	Pending	BCDDM	NA	Major	-	-	500,000	-	-	-	500,000	
Projects Total					\$ 11,529,628	\$ 4,865,907	\$ 4,323,000	\$ 3,230,000	\$ 1,685,000	\$ 1,310,000	\$ 26,943,535	

Connected Carlsbad Goal Abbreviations

- Build Capacity for Data-driven Decision Making = BCDDM
- Enhance Accessibility and Transparency = EAT
- Foster a Vibrant Civic Engagement Culture = FVCEC
- Promote Security and Sustainability through Connectivity = PSSC
- Pursue Communitywide Digital Transformation = PCDT

PROJECT FUNDING SOURCES

Innovation Fund – Funds are set aside on a yearly basis to fund ongoing SDTIP digital transformation and technology projects

Information Technology Replacement Fund – Funds are collected annually from the city’s operating departments as part of the IT Department internal service fund chargeback and is based on an assets’ lifecycles and original costs and is used to fund the replacement of assets when they are at their end of useful life.



FUNDING SOURCES

INNOVATION FUND FUNDS AVAILABILITY PROJECTION

	Balance 2020-21	Requested Year 1 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26
Beginning Available Balance		\$ 6,615,318	\$ 2,852,046	\$ (50,954)	\$ (2,250,954)	\$ (2,450,954)
Transfers In		-	-	-	-	-
Project Appropriations		3,763,272	2,903,000	2,200,000	200,000	200,000
Ending Available Balance		\$ 2,852,046	\$ (50,954)	\$ (2,250,954)	\$ (2,450,954)	\$ (2,650,954)
Balance Available for Future Projects	\$ 6,615,318					

There is funding available in the Innovation Fund to cover the project appropriations for year one. Future year projects would need to be funded with future General Fund (or other funds when appropriate, such as Utility Enterprise Funds). The transfers could come from city reserves (for one-time expenditures), year-end budget surpluses or as an annual budgeted transfer. All transfers would be brought to the City Council for approval, either during the annual budget adoption or other resolution.

INFORMATION TECHNOLOGY DEPARTMENT REPLACEMENT FUND FUNDS AVAILABILITY PROJECTION

	Balance 2020-21	Requested Year 1 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26
Beginning Available Balance		\$ 1,321,372	\$ 1,654,923	\$ 850,000	\$ 1,100,000	\$ 1,277,565
Replacement Cost Revenue		1,436,186	1,507,995	1,583,395	1,662,565	1,745,693
Replacement Appropriations		1,102,635	920,000	1,030,000	1,485,000	1,110,000
Ending Available Balance		\$ 1,654,923	\$ 2,242,918	\$ 1,403,395	\$ 1,277,565	\$ 1,913,258
Estimated Available Funds	\$ 1,321,372					

FISCAL YEAR 2021-22 ROADMAP

Strategic Digital Transformation Investment Program FY 2021-22 Schedule

Legend: Project Ongoing

GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems	Assessment				RFP			Selection				
	Digital Information Network						Ongoing						
	Enterprise Asset Management System			RFP				Selection			Agreement		
	Learning Management System (LMS)						Ongoing						
	Project Portfolio Management Tool & Consulting		RFP			Selection			Agreement			Implementation	
	ServiceNow SAM Implementation											Implementation	
ServiceNow Service Portal											Implementation		
GOAL	INITIATIVES												
Build Capacity for Data-driven Decision Making	Data Governance and Operational Analytics	License Acquisition				Implementation			Training				City Wide Roll Out
	Discovery Management Assessment		Task Order		Assessment								
GOAL	INITIATIVES												
Foster a Vibrant Civic Engagement Culture	Audio Visual Upgrades						Ongoing						
	Digital Engagement & Analytics Consultant						Ongoing						
	Outdoor Wireless Study										Study		
	Teleconferencing Services for Public Meetings						Ongoing						
GOAL	INITIATIVES												
Enhance Accessibility and Transparency	Civic Engagement with Open Data								Scoping & Evaluation				
	Exploration Hub Audio Visual Upgrade			Implementation									
	Enterprise Digital Asset Management		Task Order		Assessment								
	Next Generation Online Catalog		Selection					Implementation/Training					
	Online Permitting/Electronic Reviews (E-Review)			Pilot		Roll Out							
	Records Management System	License Setup				Ongoing Use Case Evaluation & Implementation							
	Virtual Permitting Counter (OpenCounter)				Implementation								
GOAL	INITIATIVES												
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement						Ongoing						
	Computer Aided Dispatch (CAD)				Agreement						Implementation		
	Cyber Security Program Development						Ongoing						
	Traffic Management Functionality Enhancement						Ongoing						
	Ensure Adoption of Relevant New Technologies are Mirrored into EOC						Ongoing						

FIVE-YEAR ROADMAP

Strategic Digital Transformation Investment Program - 5-Year Roadmap

Legend: In progress Approved Evaluating Ongoing

GOAL	INITIATIVES	FY 2021-22				FY 2022-23				FY 2023-24				FY 2024-25				FY 2025-26				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems																					
	Digital Information Network																					
	Enterprise Asset Management System																					
	Financial System Upgrade																					
	Intranet Upgrade																					
	Learning Management System (LMS)																					
	Mobile Computer Program																					
	OKTA/ServiceNow Automation																					
	Project Portfolio Management Tool & Consulting																					
	ServiceNow SAM Implementation																					
ServiceNow Service Portal																						
Timekeeping System Upgrade																						
Global Positioning System (GPS) Technology Hardware																						
Transition to a Single Identity for Users of City Services																						

GOAL	INITIATIVES	FY 2021-22				FY 2022-23				FY 2023-24				FY 2024-25				FY 2025-26				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Build Capacity for Data-driven Decision Making	Data Governance and Operational Analytics																					
	Discovery Management Assessment																					
	Meter Data Management/Utility Analytics																					

GOAL	INITIATIVES	FY 2021-22				FY 2022-23				FY 2023-24				FY 2024-25				FY 2025-26				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Foster a Vibrant Civic Engagement Culture	Audio Visual Upgrades																					
	Council Chamber Technology Upgrade																					
	Digital Engagement & Analytics Consultant																					
	Outdoor Wireless Study																					
	Teleconferencing Services for Public Meetings																					

GOAL	INITIATIVES	FY 2021-22				FY 2022-23				FY 2023-24				FY 2024-25				FY 2025-26				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Enhance Accessibility and Transparency	Civic Engagement with Open Data																					
	Exploration Hub Audio Visual Upgrade																					
	Enterprise Digital Asset Management																					
	Next Generation Online Catalog																					
	Online Permitting/Electronic Reviews (E-Review)																					
	Records Management System																					
	Virtual Permitting Counter (OpenCounter)																					

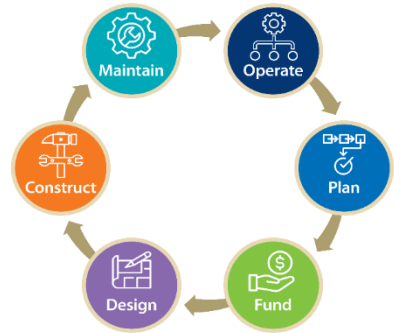
GOAL	INITIATIVES	FY 2021-22				FY 2022-23				FY 2023-24				FY 2024-25				FY 2025-26				
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement																					
	Computer Aided Dispatch (CAD)																					
	Cyber Security Program Development																					
	Facility Security Master Plan																					
	Unified Communications System																					
Traffic Management Functionality Enhancement																						
Ensure Adoption of Relevant New Technologies are Mirrored into EOC																						

In progress - has been fully approved and work has started
Approved - has been fully approved but work has not started
Evaluating - staff is currently studying merit and cost of initiative/project
Ongoing - annual process



CAPITAL IMPROVEMENT PROGRAM

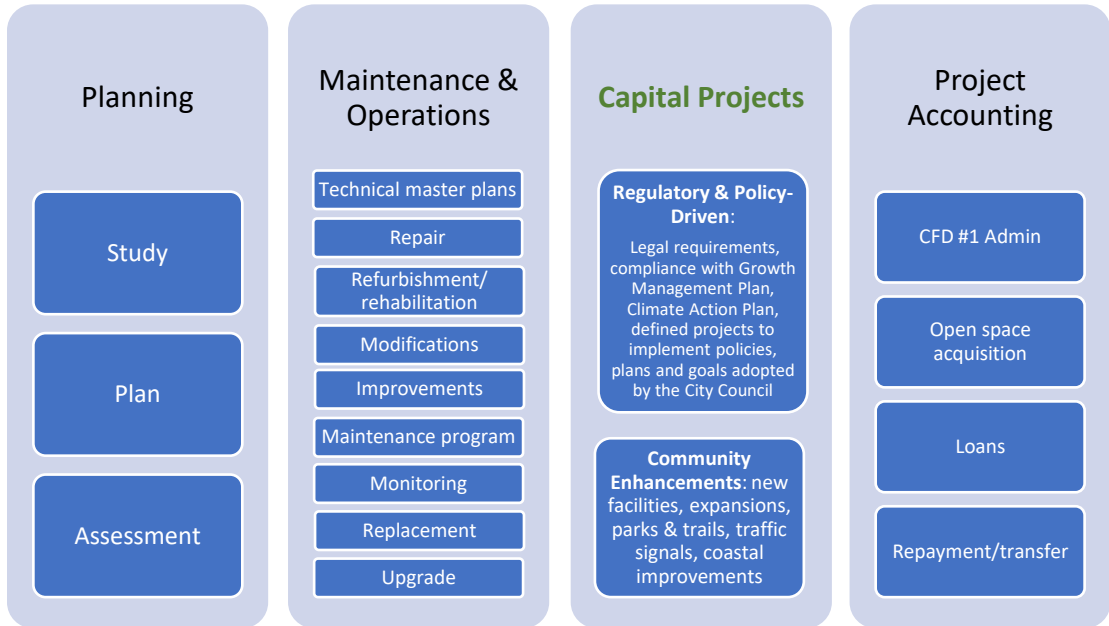
The City of Carlsbad Capital Improvement Program reflects the city’s ongoing commitment to maintaining the highest standards of quality facilities for our community today and in the future. It is a planning document, not a commitment for spending. The 15-year program outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures.



Projects that are shown in the CIP are generally defined as any construction, rehabilitation or replacement of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the ground. In most cases, the total construction cost of each of these assets is recorded and tracked as part of the city’s inventory of capital infrastructure assets and other city-owned property.

Once the City Council adopts the proposed annual CIP budget, projects receive an appropriation that authorizes spending in the amount specified for the adopted fiscal year only. Estimated budget information is shown for a 15-year period to provide the most comprehensive information about known future projects. Spending authority in future years is not granted until adoption of the annual proposed CIP budget associated with each year.

The City of Carlsbad’s philosophy is to take a proactive, long-range planning approach to building high quality facilities and infrastructure that support the needs and priorities of the community. The CIP is organized by the following project classifications:



INVESTING IN OUR QUALITY OF LIFE

As the city continues to grow and develop, there is a corresponding increase in the demand for development-related services and new facilities. To ensure that the necessary infrastructure and facilities are built on a schedule that meets or exceeds this demand, the citizens of Carlsbad adopted a Growth Management Plan in 1986. The plan was established to manage development within the city by linking residential, commercial, and industrial development directly to standards for availability of public services and facilities.

The Growth Management Plan states that unless a standard level of facilities is available to meet new demands resulting from the city's growth, development cannot proceed. Recently, certain actions, such as imposing a moratorium, have been determined to be impermissible by the California Housing and Community Development Department, per Senate Bill 330, Housing Crisis Act of 2019, which became effective on Jan. 1, 2020.

The detailed level of planning required by Growth Management has allowed the city's CIP to anticipate the funding needed for capital improvements in the next 15 years. Facilities such as community centers, parks and fire stations have been constructed and opened to the public under this program.

The CIP has been designed to specifically address areas where new or expanded facilities will be needed to maintain compliance with the adopted performance standards. With the adoption of the fiscal year 2021-22 CIP, compliance with the Growth Management Plan is continued.

Prudent financial planning has ensured ongoing funding to modernize, repair, and replace existing infrastructure projects through 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

Development of the CIP is a team effort involving all operational departments, the City Manager's Office, the City Council, and the community. Community feedback on infrastructure needs is considered and incorporated as appropriate. The CIP is fully vetted at multiple levels of the city organization by appropriate staff using an inclusive and transparent process, and reviewed on a quarterly basis.



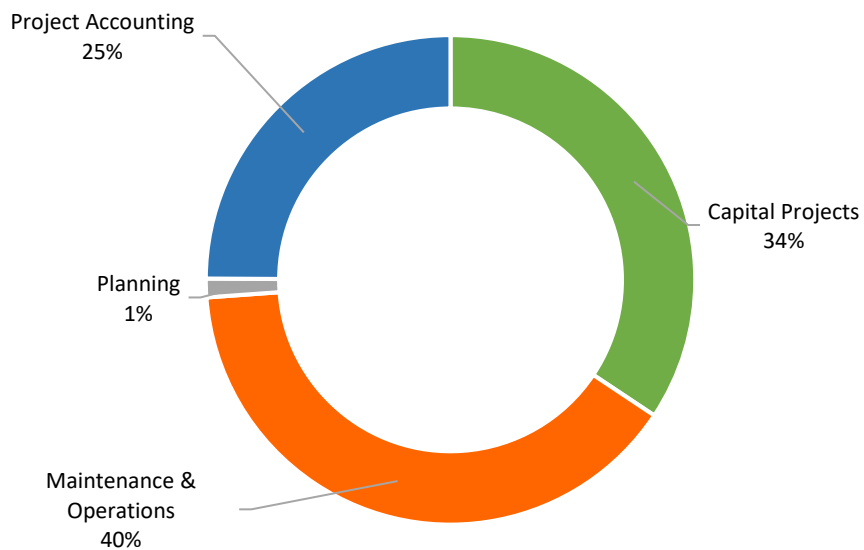
As the CIP is implemented throughout the year, staff continually re-evaluate projects' scopes, costs and schedules to responsibly and cost-effectively manage infrastructure assets at the required levels of service throughout their lifecycle. Recommendations for project funding consider current project status, project scheduling and sequencing requirements, project constraints, and current staff capacity. Project charters are updated to include project description, location, summary of need, justification including any legislative or policy citations, cost estimates, and project scores.

In anticipation of revenue decreases in some capital funding sources, staff recommended funding adjustments in fiscal year 2021-22 that focused on matching existing resources with realistic and achievable project schedules. New project requests were minimized and the city remains committed to continue work on projects that are already underway.

FISCAL YEAR 2021-22 APPROPRIATIONS BY CATEGORY

In the fiscal year 2021-22 CIP, there are approximately 254 continuing and new projects planned over the next 15 years. The fiscal year 2021-22 CIP outlines \$56.2 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for 20 new projects. Projected revenues during the same fiscal year are estimated at \$65.8 million.

FY 2021-22 Appropriations by Category \$56.2 million



FISCAL YEAR 2021-22 APPROPRIATIONS BY PROJECT TYPE



Civic Buildings and Facility Maintenance

\$8.2 million

This category includes a variety of facilities such as fire stations, libraries and the new City Hall. Costs include repair, maintenance and replacement of civic buildings.



Parks

\$2.6 million

Projects include improvements and enhancements to existing parks, such as playground resurfacing, picnic areas and other needs identified by the community and in recently updated parks master plans.



Drainage

\$7.2 million

The city's drainage infrastructure plays an important role in handling storm water runoff flows, as well as maintaining the water quality of the city's creeks, lagoons and ocean. As the city continues to age, it is increasingly necessary to balance repairing and replacing the existing lines with enhancing the current infrastructure to accommodate future needs.



Sewer

\$11.5 million

The city's sewer, or wastewater, projects include numerous pipeline construction and rehabilitation projects, as well as improvements to the Encina Wastewater Treatment facility. Most new lines are built and paid for with impact fees collected with new development.



Water and Recycled Water

\$3.1 million

Future water and recycled water projects include construction of new pipelines, replacement of existing waterlines and reservoir improvements. The Carlsbad Municipal Water District has been producing and delivering recycled water for over 30 years.



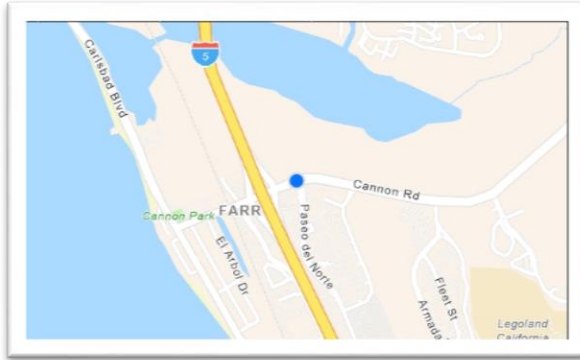
Transportation

\$23.6 million

People of all ages and abilities want to go places safely and conveniently in the City of Carlsbad, whether they drive, walk, bike, or ride a bus or train. The City of Carlsbad continues to invest in modernizing roads, leveraging technology to improve traffic systems, and making timely repairs and rehabilitation of the roadways, bridges, sidewalks and other assets in public rights of way throughout the city.

NEW CAPITAL IMPROVEMENT PROJECTS

Cannon Road and Paseo del Norte Sustainable Mobility Plan and Growth Management Plan Improvements



Managing Department: Transportation
Classification: Capital Project
Funding Source: Gas Tax

Budget	
FY22	\$ 60,000
TOTAL	\$ 60,000

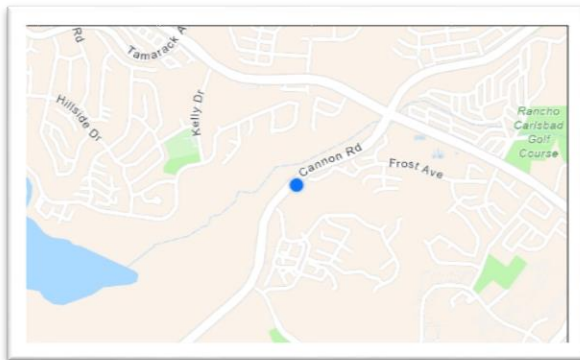
About This Project

The project will design and construct bicycle improvements at Cannon Road and Paseo del Norte in the eastbound and westbound approaches.

Project Need

The project is required by the Growth Management Plan Traffic Monitoring Program and was identified by the Sustainable Mobility Plan as a priority project.

Cannon Road Lift Station Improvements



Managing Department: Utilities
Classification: Capital Project
Funding Source: Sewer Replacement

Budget	
FY22	\$ 150,000
FY23	\$ 530,000
TOTAL	\$ 680,000

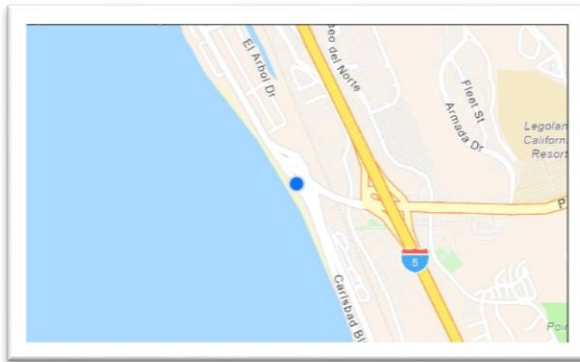
About This Project

The project will install an isolation valve in the flow meter vault and replace existing check valves.

Project Need

There is no ability to isolate the force main during maintenance of the flow meter and the existing check valves are due for replacement.

Carlsbad Boulevard Lane Reduction and Edge Striping



Managing Department: Transportation
Classification: Capital Project
Funding Source: Gas Tax

Budget	
FY22	\$ 300,000
TOTAL	\$ 300,000

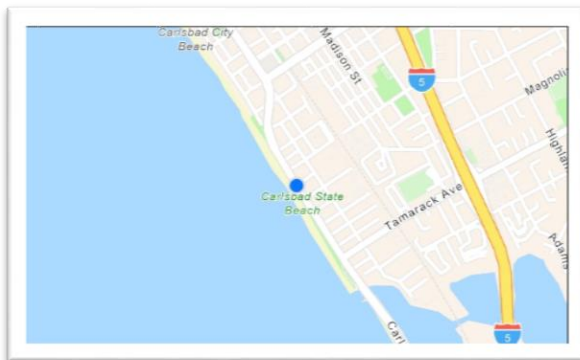
About This Project

The project will design and construct a lane reduction for southbound Carlsbad Boulevard including new edge striping for the west side of roadway.

Project Need

The striping changes will provide wider bicycle lanes and shoulder widths for the west side of Carlsbad Boulevard, which is very popular with bicyclists and pedestrians. The project is consistent with the General Plan Mobility Element Coastal Street typology and the Sustainable Mobility Plan. It will increase on-street beach parking and enhance bike and pedestrian safety.

Carlsbad Boulevard Pedestrian Improvement Project



Managing Department: Transportation
Classification: Capital Project
Funding Source: Gas Tax, Federal Grant

Budget	
FY22	\$ 700,000
TOTAL	\$ 700,000

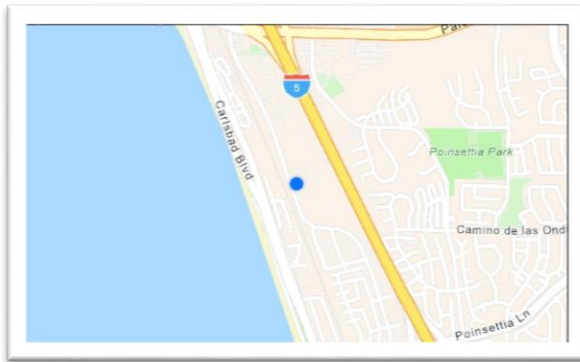
About This Project

The project will construct pedestrian enhancements at six uncontrolled crosswalk locations on Carlsbad Boulevard. Improvements include curb extensions, in-pavement flashing lights, green bike lane treatments and street lighting.

Project Need

With support from the Traffic and Mobility Commission, the City Council directed staff to implement the project, and appropriated \$591,600 in funding received from the Caltrans Highway Safety Improvement Program.

Carlsbad Water Recycling Facility Roof Replacement



Managing Department: Facilities
Classification: Maintenance and Operations
Funding Source: Recycled Water Replacement

Budget	
FY22	\$ 225,000
TOTAL	\$ 225,000

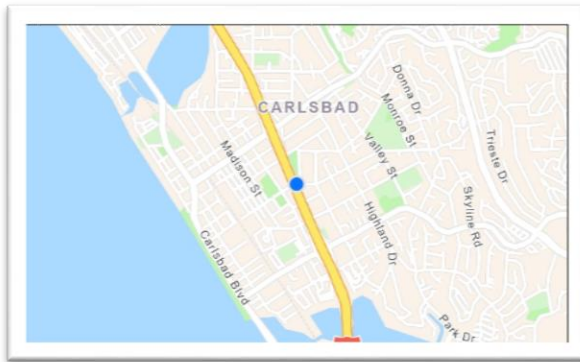
About This Project

The project will replace the roof on the Carlsbad Water Recycling Facility.

Project Need

The existing roof is at the end of its useful life and has had multiple failures. Replacement of the roof is required to protect the integrity of the structure.

Chestnut Underpass Public Art Project



Managing Department: Transportation
Classification: Capital Project
Funding Source:
General Capital Construction

Budget	
FY22	\$ 100,000
FY23	\$ 150,000
TOTAL	\$ 250,000

About This Project

In alignment with the Interstate 5 expansion by Caltrans, the city will install a public art project in the Chestnut Avenue underpass. The project is not city initiated, but is planned with the overall enhancements for the North Coast Corridor project being implemented by Caltrans.

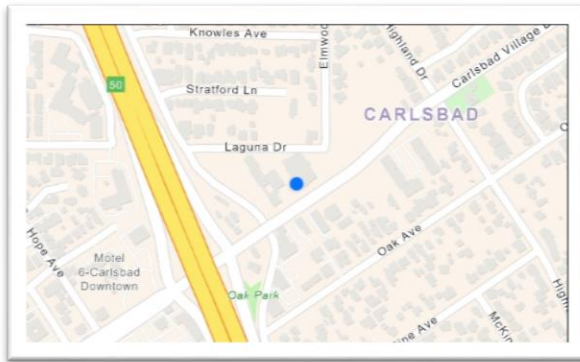
Project Need

This is a unique opportunity for the city to collaborate with Caltrans to bring immediate value by bringing in an innovative, unique public art element to this neighborhood. This will be in alignment with other North County municipalities which have already installed public art installations along with I-5 Corridor, such as Solana Beach and Encinitas. This is the city's first significant public art installation that will be connected to a major transportation improvement project.

The Chestnut Avenue underpass provides a setting for an opportunity for a high-profile public art installation and will provide a bridge between the two neighborhoods of Pine and Holiday Community Parks. This two-phase approach will designate funding for a design phase up to \$100,000 in fiscal year 2021-22 which will be supported by a national call to public artists. The fabrication phase, with a timeline yet to be determined, will fund up to \$150,000 to install the art in partnership with city and Caltrans planning and construction teams.

This opportunity elevates the city's reputation as a base for a significant regional public art collection and directly connects to our city's Arts & Culture Master Plan initiative described in Physical Realm 2.2, which states, "As plans for the Coastal Corridor develop, work with regional planning agencies and artists to identify opportunities for displaying public art."

Cole Library Security Fencing



Managing Department: Facilities
Classification: Capital Project
Funding Source: Infrastructure Replacement

Budget	
FY22	\$ 40,000
FY23	\$ 130,000
TOTAL	\$ 170,000

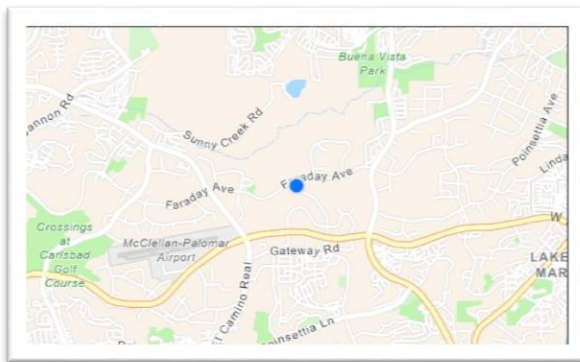
About This Project

The project will install security fencing around portions of the facility.

Project Need

The scope of this project would include architectural design services to create a solution that is both functional and aesthetically in line with the library's existing architecture.

El Fuerte Lift Station Pump Addition



Managing Department: Utilities
Classification: Capital Project
Funding Source: Sewer Connection

Budget	
FY22	\$ 180,000
FY23	\$ 600,000
TOTAL	\$ 780,000

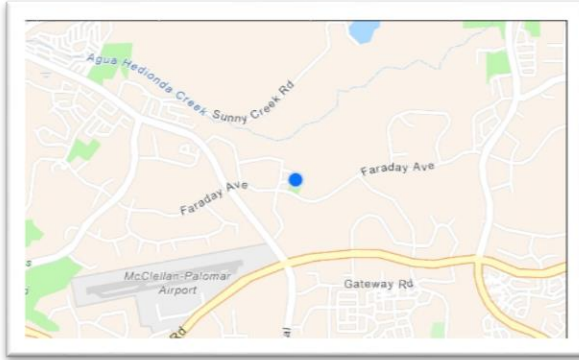
About This Project

This project will add a third sewer lift pump for redundancy.

Project Need

City standards for lift stations require a redundant pump to allow for maintenance or an unplanned outage of existing pumps.

Fire Department Administration Offices



Managing Department: Facilities
Classification: Capital Project
Funding Source:
General Capital Construction

Budget	
FY22	\$ 150,000
TOTAL	\$ 150,000

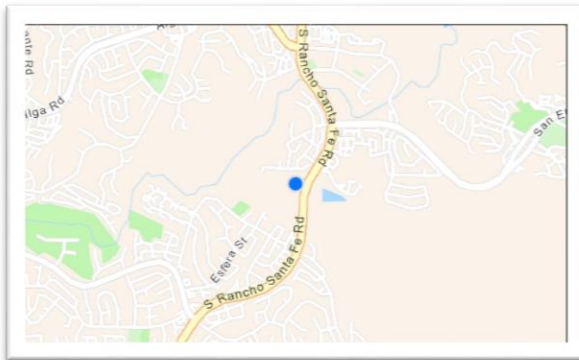
About This Project

The project will construct office space to centralize Fire Department management and administration staff.

Project Need

The initial funding request will support planning and design development efforts to centralize staff that are currently working out of various city locations to improve operational efficiency.

Fire Station 6 Renovation



Managing Department: Facilities
Classification: Maintenance and Operations
Funding Source:
General Capital Construction

Budget	
FY22	\$ 35,000
TOTAL	\$ 35,000

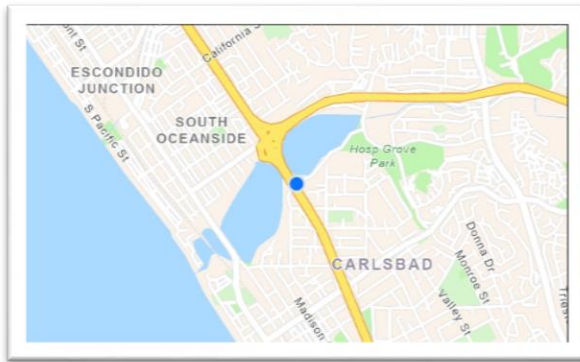
About This Project

This project will convert the existing captain's office into sleeping quarters.

Project Need

To better meet the Standards of Cover study recommendations regarding national response time standards, the Fire Department anticipates adding or shifting personnel to the existing Fire Station 6.

Jefferson Street Sustainable Mobility Plan Improvements



Managing Department: Transportation

Classification: Capital Project

Funding Source: Gas Tax

Budget

FY22 \$ 75,000

TOTAL \$ 75,000

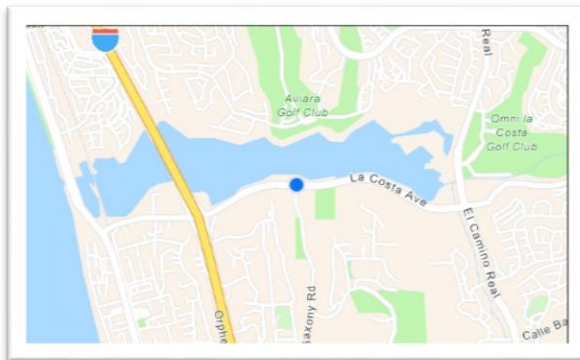
About This Project

This project will design and construct climbing lanes, or Class II buffered bicycle lanes, in the uphill direction on the bridge with shared lane markings, or Class III sharrows, in the downhill direction.

Project Need

The project was identified by the Sustainable Mobility Plan as a priority project.

La Costa Avenue Sustainable Mobility Plan Improvements



Managing Department: Transportation

Classification: Capital Project

Funding Source: Gas Tax

Budget

FY22 \$ 110,000

TOTAL \$ 110,000

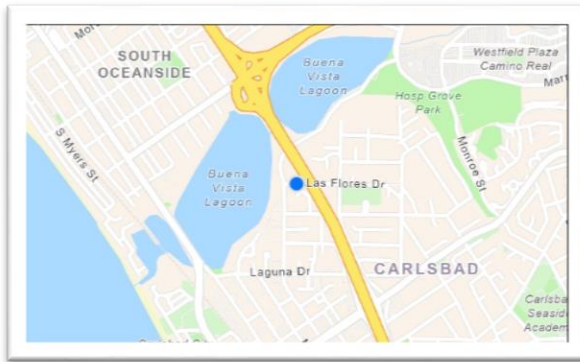
About This Project

The project will design and construct bicycle improvements at El Camino Real and La Costa Avenue, as well as bike lane conflict area striping treatments on La Costa Avenue at Piraeus Street and Saxony Road.

Project Need

The project was identified by the Sustainable Mobility Plan as a priority project.

Las Flores Drive Sustainable Mobility Plan Improvements



Managing Department: Transportation

Classification: Capital Project

Funding Source: Gas Tax

Budget

FY23 \$ 85,000

TOTAL \$ 85,000

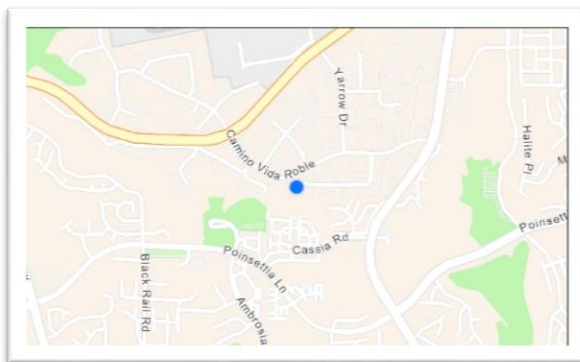
About This Project

This project will design and construct Class II buffered bicycle lanes and enhanced pedestrian crossings via roadway striping.

Project Need

The project was identified by the Sustainable Mobility Plan as a priority project.

Las Palmas Roof Replacement



Managing Department: Facilities

Classification: Maintenance and Operations

Funding Source: Infrastructure Replacement

Budget

FY22 \$ 500,000

TOTAL \$ 500,000

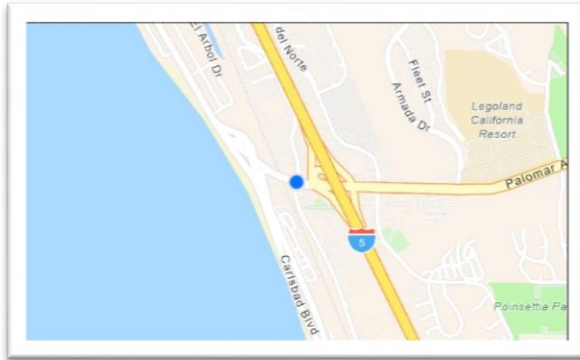
About This Project

This project will replace the roof on the Las Palmas facility.

Project Need

The existing roof is at the end of its useful life and has had multiple failures. Replacement of the roof is required to protect the integrity of the structure.

Palomar Airport Road and Avenida Encinas Growth Management Plan Improvements



Managing Department: Transportation
Classification: Capital Project
Funding Source: Gas Tax

Budget	
FY22	\$ 230,000
TOTAL	\$ 230,000

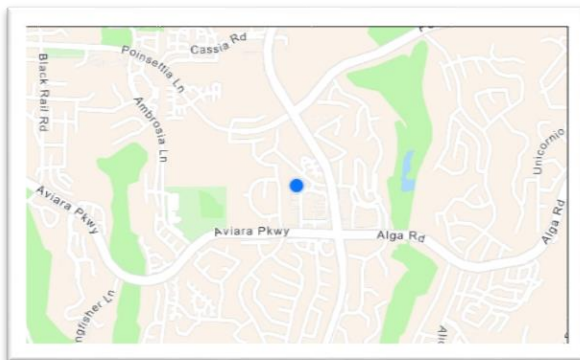
About This Project

The project will design and construct a westbound left-turn lane extension at Palomar Airport Road and Avenida Encinas.

Project Need

The project is required by the Growth Management Plan Traffic Monitoring Program.

Schulman Auditorium and Cannon Art Gallery Improvements



Managing Department: Facilities
Classification: Capital Project
Funding Source: Infrastructure Replacement

Budget	
FY22	\$ 200,000
TOTAL	\$ 200,000

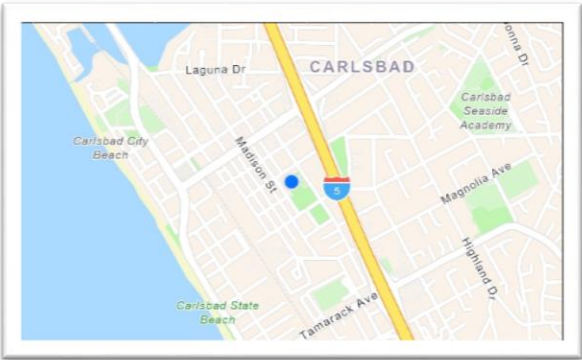
About This Project

The project includes design, installation and commissioning of a new audiovisual system, lighting system and controls, and other technology elements for the Schulman Auditorium. The Cannon Art Gallery requires design, installation and commissioning of upgraded HVAC, electrical and interior space refurbishments, including technology upgrades as necessary to support industry standards for the presentation of art, audio programming and visitor support features.

Project Need

The Cannon Art Gallery interior space has not been upgraded since it was originally constructed and existing audiovisual and lighting systems in the auditorium are deficient. The 2018 Arts & Culture Master Plan identifies the need to revise and refurbish the gallery, which results in greater eligibility to secure national touring exhibits and expanded programming options. Updating both spaces increases revenue potential for rentals of the spaces.

Senior Center Security Fencing



Managing Department: Facilities
Classification: Capital Project
Funding Source: Infrastructure Replacement

Budget	
FY22	\$ 20,000
FY23	\$ 58,000
TOTAL	\$ 78,000

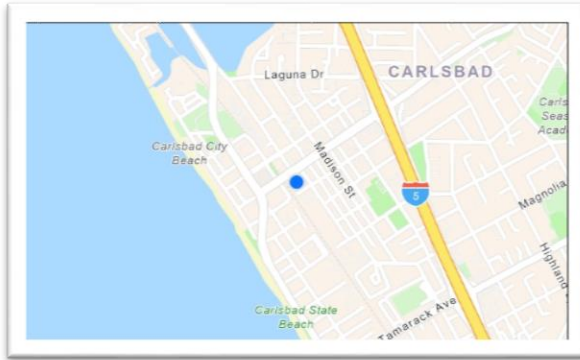
About This Project

The project will install security fencing around portions of the facility.

Project Need

Security fencing will be installed in secluded sections of the building to remove potential areas for loitering.

State Street Parking Lot Electric Vehicle Charging Stations



Managing Department: Transportation
Classification: Capital Project
Funding Source: Public Facility Fees

Budget	
FY22	\$ 300,000
TOTAL	\$ 300,000

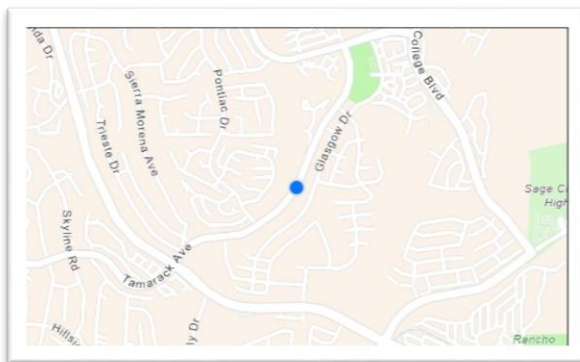
About This Project

Capitalizing on incentives potentially available through the California Electronic Vehicle Infrastructure Project, orCALeVIP, this project will install up to two direct current fast chargers, or DCFC, and up to eight Level 2 electric vehicle charging stations in the city-owned parking lot on the west side of State Street between Oak Avenue and Carlsbad Village Drive. DCFC are currently the fastest commercially available chargers and are designed to fill a standard electric vehicle battery up to 80% in 20-40 minutes with a maximum charge rate often limited by the EV acceptance rate. Level 2 charging stations are the most prevalent type of charger in the region, the same type of charger we have at other city-owned EV charging stations.

Project Need

The city has installed publicly available EV charging at five locations: Aviara Community Park, Pine Avenue Community Park, Stagecoach Community Park, Alga Norte Community Park, and the State Street parking lot. Usage of the State Street EV charging stations is currently more than double the usage at any of the other locations. Increasing the number of EV charging stations in the Village and Barrio area will increase the availability for the public to charge their vehicles while enjoying local amenities. The project addresses the Climate Action Plan, section L-3, community EV charging.

Tamarack Avenue Sustainable Mobility Plan Improvements



Managing Department: Transportation
Classification: Capital Project
Funding Source: Gas Tax

Budget	
FY23	\$ 200,000
FY24	\$ 510,000
TOTAL	\$ 710,000

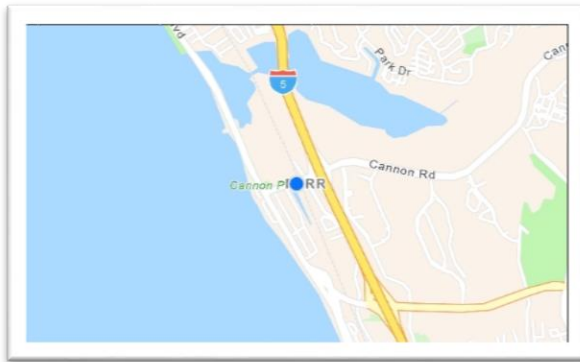
About This Project

The project will design and construct lane reduction for Tamarack Avenue including buffered bicycle lanes.

Project Need

The project was identified by the Sustainable Mobility Plan as a priority project.

Temporary Fire Station 7



Managing Department: Facilities
Classification: Capital Project
Funding Source:
General Capital Construction

Budget	
FY22	\$ 900,000
TOTAL	\$ 900,000

About This Project

The project will locate and prepare a site in the vicinity of Cannon Road and Avenida Encinas for the purpose of siting a Temporary Fire Station 7. This will include grading, asphalt and concrete, utilities for temporary housing trailer, Sprung structure, and any other associated temporary structures to operate a new temporary fire station for the next five to seven years. The trailer and Sprung structure currently being utilized as Temporary Fire Station 2 at the Carlsbad City Library will be relocated to the Cannon site following completion of the new Fire Station 2, with operations at the new Temporary Fire Station 7 anticipated to begin in fiscal year 2022-23.

Project Need

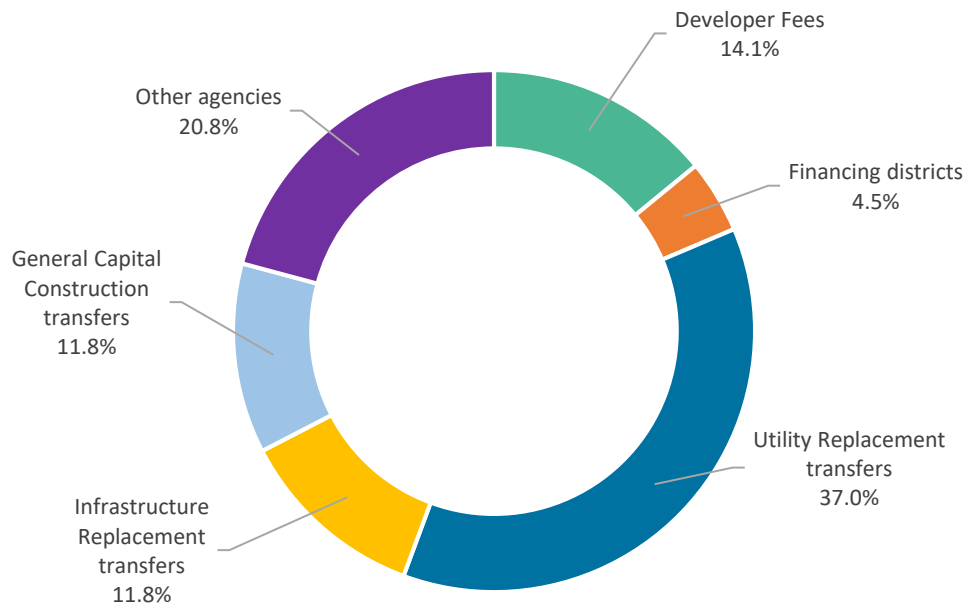
In 2019, the Fire Department commissioned a Standards of Cover, or SOC, study to evaluate the current fire operations service delivery and make recommendations regarding needed changes to meet national response time standards. The recommendations of the SOC study were presented to the City Council in 2020, at which time the City Council requested that a proposal be brought forward by the Fire Chief to enhance the city's emergency operations response to address deficiencies noted in the study.

The initial funding will be used to verify the potential use of favorable sites for the temporary station and for initial scoping and planning work. Potential locations will be analyzed and environmental and regulatory requirements identified. Staff anticipates that the temporary station will require a Conditional Use Permit and a Coastal Development Permit. The temporary station site location in the Cannon Road and Avenida Encinas vicinity is desirable as it would allow the Fire Department to provide emergency response on the west side of Interstate 5, where there are currently no fire stations. This location would also allow the Fire Department to locate a fire truck company in an area where the current response from Fire Station 5 has extended response times. This location could also house the current ocean lifeguard program on a temporary basis.

CAPITAL IMPROVEMENT PROGRAM REVENUES

Over the next 15 years, revenues for capital projects are estimated at \$800.9 million and are segregated into six major funding sources: (1) fees generated by development in the City of Carlsbad, (2) special district fees and taxes from the community facilities districts and bridge and thoroughfare benefit districts, (3) water and wastewater replacement funds, (4) infrastructure replacement funds other than wastewater and water, (5) general capital construction funds, and (6) other sources, including grants, sales taxes and contributions from other agencies.

Capital Improvement Program Projected Revenues FY 2021-22 to FY 2035-36 \$800.9 million



Approximately 18.6% of all capital revenue is received as a result of development, including Developer Fees and financing districts in the chart above, and is dependent upon assumptions made about the city's annual growth in dwelling units and commercial and industrial square feet. These revenues include Public Facilities Fees, Traffic Impact Fees, Park-In-Lieu Fees, Planned Local Drainage Fees, Water Connection Fees, Sewer Connection charges, and community facilities districts and bridge and thoroughfare benefit districts fees.

Water and wastewater replacement revenues generated by user fees equal approximately 37.0% of total revenues and are used to pay for replacement of existing water and sewer facilities. Infrastructure Replacement and General Capital Construction revenues, equal to 23.6%, are transfers from the city's General Fund, which are being set aside to pay for replacement of major capital facilities other than wastewater and water facilities and the construction of various municipal projects. The remaining 20.8% consists of revenues from other agencies and include federal and state grants, the county sales tax program TransNet, gas taxes, and contributions or reimbursements from cities, developers, and other agencies.

FUTURE GROWTH AND DEVELOPMENT

As shown on the graph on the previous page, there are a variety of revenues that are used to fund the capital projects. In order to estimate revenues to be received from development, several assumptions about the rate and type of future development are made. These assumptions can change from year to year and tend to correlate with the current economic climate.

Every year, city staff evaluates all existing and future private development projects and compares this information to the capacity of the city using the most current adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop is then summarized to prepare future projections about when and where residential and non-residential development may occur. The following table shows the number of residential units and non-residential square feet of development that was used in calculating estimated revenues for fiscal year 2021-22 and subsequent years to build out.

Projected Future Development

Fiscal Year	Residential Units	Non-Residential Square Feet
2021-22	149	71,270
2022-23	379	16,956
2023-24	267	53,225
2024-25	295	68,655
2025-26	90	3,225
2027-31	971	2,280,632
2032-build out	501	2,342,735
Totals	2,652	4,836,698

Financial forecasting schedules are prepared to ensure that funding will be sufficient and available for construction of capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources are also considered in evaluating the timing of projects. Where funding discrepancies occur, alternative financing methods and project timing are evaluated and recommendations are made to resolve the discrepancies.

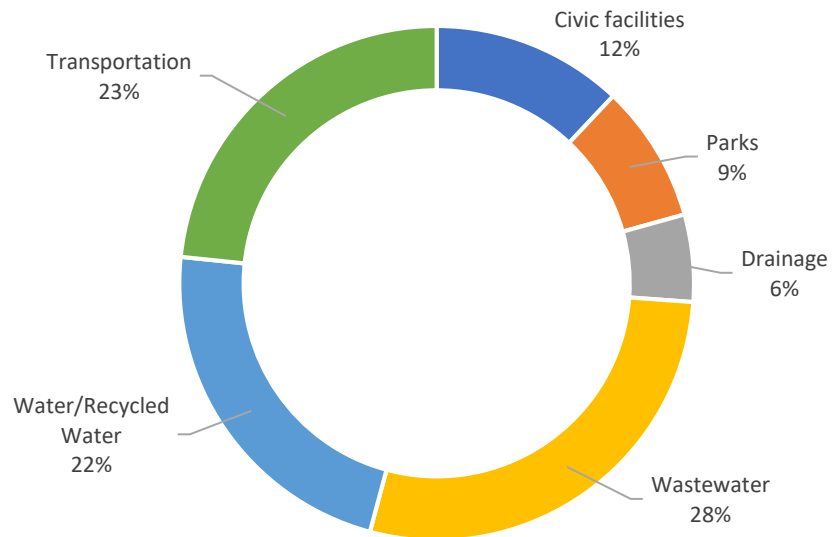
Conservatively, about 2,652 residential units are anticipated for future development, and it is currently estimated that the city is more than 90% built out. Residential development for fiscal year 2021-22 is projected at 149 units, and, over the next five years, should average 230 units per year. The amount of non-residential development is projected at about 213,000 square feet over the next five years.

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

FUTURE PROJECTS

The CIP for fiscal year 2021-22 to fiscal year 2035-36 outlines approximately 254 projects at a cost of \$670 million. Long-range planning and responsible asset management play key roles in the development of future capital projects. Using data from various infrastructure master plans, ongoing asset condition assessments, technical modelling, field inspections as well as community feedback, the information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs.

Future Project Costs By Type
FY 2021-22 to FY 2035-36
\$670 million



CALCULATION OF FUTURE FEES

The revenue projections in the CIP reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of future multi-family and single-family residential units is assumed to be 80% and 20%, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone.

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.

CFD No. 1 is a citywide district established to finance various civic facilities required under the city's Growth Management Plan. Park-in-Lieu Fees are collected for the purchase and development of parkland within each quadrant of the city, and the fees are based on the acquisition cost of parkland. Projects in the CIP funded with Park-in-Lieu Fees include future park site acquisition, development and restoration. Bridge and thoroughfare fee districts or BTDs are formed by property owners to finance specific road construction projects located within the district boundaries. BTD No.2 Poinsettia Lane/ Aviara Parkway 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.

UNFUNDED PROJECTS

There are six 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. Two projects are partially funded by the Traffic Impact Fee program. The program was planned to generate enough revenue to pay for 20% of the total costs of these projects, leaving the remaining 80% unfunded.

Business Park Recreational Facility (Partial Funding)	\$ 6,600,000
Cannon Lake Park (6.7 Acres)	2,243,000
Carlsbad Blvd. Mountain View To Northerly City Limits (Partial Funding)	6,905,600
Carlsbad Blvd./ Palomar Airport Road (Partial Funding)	14,109,600
Carlsbad Blvd. Realignment - Segments 3-5	26,100,000
College Boulevard Extension	30,000,000
TOTAL UNFUNDED PROJECTS	\$85,958,200

PROJECTED FUND BALANCES FOR FISCAL YEAR 2020-21

Fund	July 1, 2020		Projected Expenditures	Projected Debt Service Loans & Other	June 30, 2021 Projected Balance
	Unreserved Balance	Projected Revenues			
BTD#2 - Poinsettia Lane/Aviara Pkwy	11,920,207	1,907,682	-	-	13,827,889
BTD#3 - Cannon Road West	513,549	7,150	-	-	520,699
Community Development Block Grant	-	-	-	-	-
CFD #1 - Citywide	91,328,320	3,479,363	1,434,067	149,600	93,224,016
Gas Tax	13,457,554	2,875,081	2,509,390	610,000	13,213,245
Gas Tax (Road Maint. & Rehab Acct.)	2,477,640	2,096,490	175,728	-	4,398,401
General Capital Const.	42,273,928	4,500,000	14,470,611	-	32,303,317
Grants - Federal	-	1,398,825	136	-	1,398,689
Infrastructure Replacement	120,681,890	2,665,814	5,919,603	-	117,428,102
Other	1,897,038	26,352	6,602	-	1,916,789
Park Fee Zones 5,13,16, 17, 18	4,613,836	186,853	-	-	4,800,689
Park-In-Lieu NE	4,121,004	513,129	-	-	4,634,133
Park-In-Lieu NW	1,735,200	423,441	-	-	2,158,641
Park-In-Lieu SE	1,724,128	24,030	-	-	1,748,158
Park-In-Lieu SW	433,069	355,373	-	-	788,442
Planned Local Drainage Area A	939,865	71,988	38,820	-	973,033
Planned Local Drainage Area B	2,317,826	185,550	370,867	-	2,132,510
Planned Local Drainage Area C	1,530,437	23,498	2,640	-	1,551,294
Planned Local Drainage Area D	695,123	35,343	80,217	-	650,249
Public Facilities Fee	28,883,659	2,164,267	385,361	-	30,662,565
Sewer Connection	8,266,772	522,778	2,863,782	-	5,925,767
Sewer Replacement	23,632,552	5,601,306	5,416,628	-	23,817,231
TDA	-	-	-	-	-
Traffic Impact Fee	23,538,276	2,754,390	2,459,678	-	23,832,987
Transnet/Local	25,877,351	4,112,892	3,253,329	-	26,736,914
Transnet/STP	-	-	-	-	-
Water - Potable	35,338,444	1,423,518	107,255	-	36,654,707
Water - Recycled	(8,177,289)	261,688	5,145,298	-	(13,060,899)
Water Replacement - Potable	55,513,647	6,961,434	6,744,933	-	55,730,148
Water Replacement - Recycled	18,242,217	245,107	250,008	-	18,237,317
Total	513,776,242	44,823,342	51,634,953	759,600	506,205,030

PROJECTED FUND BALANCES FOR FISCAL YEAR 2021-22

Fund	July 1, 2021		June 30, 2021	July 01, 2021	2021-22	June 30, 2022
	Projected Balance	Estimated Revenues	Continuing Appropriations	New Appropriations	Total CIP Appropriations	Projected Balance
BTD#2 - Poinsettia Lane/Aviara Pkwy	13,827,889	-	13,499,116	-	13,499,116	328,773
BTD#3 - Cannon Road West	520,699	60,984	-	-	-	581,683
Community Development Block Grant	-	-	-	-	-	-
CFD #1 - Citywide	93,224,016	4,518,318	30,650,767	2,106,890	32,757,657	64,984,677
Gas Tax	13,213,245	2,955,545	11,008,383	4,372,489	15,380,872	787,918
Gas Tax (Road Maint. & Rehab Acct.)	4,398,401	2,252,350	3,724,993	2,520,000	6,244,993	405,758
General Capital Const.	32,303,317	5,353,000	21,302,072	2,247,000	23,549,072	14,107,245
Grants - Federal	1,398,689	2,367,600	1,398,689	2,367,600	3,766,289	(0)
Infrastructure Replacement	117,428,102	5,353,000	28,655,339	16,097,910	44,753,249	78,027,853
Other	1,916,789	-	1,287,990	-	1,287,990	628,799
Park Fee Zones 5,13,16, 17, 18	4,800,689	12,955	-	-	-	4,813,644
Park-In-Lieu NE	4,634,133	-	200,000	200,000	400,000	4,234,133
Park-In-Lieu NW	2,158,641	593,015	792	-	792	2,750,864
Park-In-Lieu SE	1,748,158	301,228	4,111	-	4,111	2,045,275
Park-In-Lieu SW	788,442	-	223,037	-	223,037	565,405
Planned Local Drainage Area A	973,033	-	16,254	25,000	41,254	931,779
Planned Local Drainage Area B	2,132,510	75,256	1,739,651	-	1,739,651	468,115
Planned Local Drainage Area C	1,551,294	67,764	17,610	25,000	42,610	1,576,448
Planned Local Drainage Area D	650,249	35,927	19,645	25,000	44,645	641,531
Public Facilities Fee	30,662,565	763,379	3,185,749	4,633,000	7,818,749	23,607,195
Sewer Connection	5,925,767	251,948	3,609,613	(620,000)	2,989,613	3,188,102
Sewer Replacement	23,817,231	5,599,836	26,723,829	8,576,620	35,300,449	(5,883,383)
TDA	-	-	-	-	-	-
Traffic Impact Fee	23,832,987	604,551	16,510,568	3,076,000	19,586,568	4,850,970
Transnet/Local	26,736,914	4,304,000	21,110,881	4,790,000	25,900,881	5,140,032
Transnet/STP	-	-	-	-	-	-
Water - Potable	36,654,707	998,529	4,235,114	7,000,183	11,235,297	26,417,939
Water - Recycled	(13,060,899)	20,217,580	6,920,441	-	6,920,441	236,239
Water Replacement - Potable	55,730,148	9,122,706	44,404,925	(3,460,116)	40,944,809	23,908,045
Water Replacement - Recycled	18,237,317	-	5,983,629	2,172,100	8,155,729	10,081,588
Total	506,205,030	65,809,472	246,433,198	56,154,676	302,587,874	269,426,628

REVENUE PROJECTIONS SCHEDULE

Fund	2017-18	2018-19	2019-20	2020-21	2021-22
	Actual Revenue	Actual Revenue	Actual Revenue	Projected Revenue	Estimated Revenue
BTD#2 - Poinsettia Lane/Aviara Pkwy	305,677	751,810	217,466	1,907,682	-
BTD#3 - Cannon Road West	4,293	18,996	17,696	7,150	60,984
Community Development Block Grant	16,335	-	-	-	-
CFD #1 - Citywide	2,795,212	6,095,889	5,736,415	3,479,363	4,518,318
Gas Tax	2,749,382	3,299,173	3,118,353	2,875,081	2,955,545
Gas Tax (Road Maint. & Rehab Acct.)	661,528	2,132,844	2,067,614	2,096,490	2,252,350
General Capital Const.	-	1,077,525	5,111,500	4,500,000	5,353,000
Grants - Federal	40,371	956,847	41,175	1,398,825	2,367,600
Infrastructure Replacement	10,358,061	15,073,019	9,369,345	2,665,814	5,353,000
Other	11,763	19,704	65,369	26,352	-
Park Fee Zones 5,13,16, 17, 18	501,489	244,229	255,028	186,853	12,955
Park-In-Lieu NE	69,308	1,441,530	347,407	513,129	-
Park-In-Lieu NW	771,528	1,086,531	260,256	423,441	593,015
Park-In-Lieu SE	16,622	372,419	326,671	24,030	301,228
Park-In-Lieu SW	61,225	190,127	271,373	355,373	-
Planned Local Drainage Area A	77,773	155,094	48,111	71,988	-
Planned Local Drainage Area B	75,817	136,887	174,328	185,550	75,256
Planned Local Drainage Area C	5,489	82,796	53,875	23,498	67,764
Planned Local Drainage Area D	22,847	124,198	31,433	35,343	35,927
Public Facilities Fee	4,947,110	3,673,762	3,439,781	2,164,267	763,379
Sewer Connection	842,150	874,464	749,326	522,778	251,948
Sewer Replacement	4,872,244	7,662,061	5,682,839	5,601,306	5,599,836
TDA	23,682	-	-	-	-
Traffic Impact Fee	3,059,920	2,586,291	1,924,738	2,754,390	604,551
Transnet/Local	4,269,152	3,779,436	4,546,554	4,112,892	4,304,000
Transnet/STP	-	-	-	-	-
Water - Potable	1,786,623	2,064,521	2,188,356	1,423,518	998,529
Water - Recycled	1,231,038	2,144,721	2,815,693	261,688	20,217,580
Water Replacement - Potable	5,002,438	6,970,260	7,885,252	6,961,434	9,122,706
Water Replacement - Recycled	1,348,906	2,046,796	1,995,701	245,107	-
Total	45,927,983	65,061,930	58,741,652	44,823,342	65,809,472

Note: Revenues include loans, advances and transfers.

BUDGET EXPENDITURE SCHEDULE

FUND	2018-19	2019-20	2020-21	2021-22	2021-22	2021-22
	Actual Expense	Actual Expense	Estimated Expense	Continuing Appropriations	New Appropriations	Total CIP Appropriations
BTD#2 - Poinsettia Lane/Aviara Pkwy	-	270,034	-	13,499,116	-	13,499,116
BTD#3 - Cannon Road West	-	-	-	-	-	-
Community Development Block Grant	-	-	-	-	-	-
CFD #1 - Citywide	665,531	381,703	1,583,667	30,650,767	2,106,890	32,757,657
Gas Tax	2,609,525	2,803,727	3,119,390	11,008,383	4,372,489	15,380,872
Gas Tax (Road Maint. & Rehab Acct.)	1,441,968	889,601	175,728	3,724,993	2,520,000	6,244,993
General Capital Const.	3,355,394	5,503,817	14,470,611	21,302,072	2,247,000	23,549,072
Grants - Federal	-	41,175	136	1,398,689	2,367,600	3,766,289
Infrastructure Replacement	1,963,003	5,848,629	5,919,603	28,655,339	16,097,910	44,753,249
Other	-	-	6,602	1,287,990	-	1,287,990
Park Fee Zones 5,13,16, 17, 18	-	-	-	-	-	-
Park-In-Lieu NE	-	-	-	200,000	200,000	400,000
Park-In-Lieu NW	(1,716)	925	-	792	-	792
Park-In-Lieu SE	432,960	4,850	-	4,111	-	4,111
Park-In-Lieu SW	2,458,313	383,869	-	223,037	-	223,037
Planned Local Drainage Area A	3,352	107,524	38,820	16,254	25,000	41,254
Planned Local Drainage Area B	1,114,394	305,319	370,867	1,739,651	-	1,739,651
Planned Local Drainage Area C	2,168	99,472	2,640	17,610	25,000	42,610
Planned Local Drainage Area D	2,451	107,285	80,217	19,645	25,000	44,645
Public Facilities Fee	4,996,962	1,184,567	385,361	3,185,749	4,633,000	7,818,749
Sewer Connection	1,293,191	190,119	2,863,782	3,609,613	(620,000)	2,989,613
Sewer Replacement	5,934,908	7,797,397	5,416,628	26,723,829	8,576,620	35,300,449
TDA	-	-	-	-	-	-
Traffic Impact Fee	324,564	629,024	2,459,678	16,510,568	3,076,000	19,586,568
Transnet/Local	1,561,510	4,294,221	3,253,329	21,110,881	4,790,000	25,900,881
Transnet/STP	-	-	-	-	-	-
Water - Potable	6,700	42,813	107,255	4,235,114	7,000,183	11,235,297
Water - Recycled	825,659	6,937,689	5,145,298	6,920,441	-	6,920,441
Water Replacement - Potable	7,089,068	6,761,187	6,744,933	44,404,925	(3,460,116)	40,944,809
Water Replacement - Recycled	215,047	151,548	250,008	5,983,629	2,172,100	8,155,729
Total	36,294,952	44,736,495	52,394,553	246,433,198	56,154,676	302,587,874

Note: Expenditures include loans, advances and transfers.

15-year Capital Improvement Program

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Abandon Potable Services (New Recycled Services)	Multiple Districts	Medium	52051	WATER REPL	1,742,000	-866,175	50,000	500,000	500,000	-	-	-	1,925,825
ADA Beach Access-Pine To Tamarack	District 1	Medium	60651	GCC	375,000	-	2,500,000	-	-	-	-	-	2,875,000
ADA Improvement Program	Multiple Districts	High	60491	TRANSNET-LOC	1,800,000	640,000	715,000	175,000	715,000	175,000	2,225,000	2,225,000	8,670,000
			60492	IRF	-	-	-	-	-	-	-	-	-
Adaptive Traffic Signal Program	Multiple Districts	High	63261	TRANSNET-LOC	2,583,979	-	-	-	-	-	-	-	2,583,979
			63264	TRANSNET-LOC	1,000,000	-	-	-	-	-	-	-	1,000,000
			63265	IRF	-	800,000	-	-	-	-	-	-	800,000
Advance Street Name Signs	Multiple Districts	High	60861	GAS TAX	40,000	-	-	-	-	-	-	-	40,000
Agua Hedionda Creek Maintenance	District 2	High	33381	PLDB	3,559,895	-	-	-	-	-	-	-	3,559,895
			66292	IRF	-	58,000	80,000	80,000	80,000	-	-	-	298,000
Agua Hedionda Lift Station Biological Monitoring And Maintenance	District 2	Medium	55451	SEWER REPL	225,000	-	-	-	-	-	-	-	225,000
Alga Norte Park Modifications	District 3	Medium	47331	GCC	314,000	-	660,000	-	-	-	-	-	974,000
Assessment District 97-1 Maintenance	District 3	Medium	60841	GCC	420,000	-	-	-	-	-	-	-	420,000
Avenida Encinas Pedestrian Access Improvements	District 2	Critical	60911	GAS TAX	75,000	-	-	-	-	-	-	-	75,000
Avenida Encinas Widening - South of Palomar Airport Road	Multiple Districts	High	60041	TIF	903	2,000,000	3,177,000	-	-	-	-	-	5,177,903
			60042Temp	FED GRNT	-	1,776,000	-	-	-	-	-	-	1,776,000
Aviara and Hidden Canyon Parks Playground Safety Resurfacing	Multiple Districts	Low	47451	IRF	600,000	-	-	-	-	-	-	-	600,000
Aviara Community Park - Phase 2	District 2	Low	46041	PIL-SW	3,120,500	-	-	-	-	-	-	-	3,120,500
			46042	PIL-SW	38,200	-	-	-	-	-	-	-	38,200

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Aviara Community Park - Phase 2	District 2	Low	46043	PFF	700,000	-	-	-	-	-	-	-	700,000
Aviara Parkway And Plum Tree Waterline	District 2	Low	19021	WATER REPL	-	200,000	900,500	-	-	-	-	-	1,100,500
Aviara Reimbursement Agreement	District 2	Low	36491	PIL-SW	238,000	-	-	-	-	-	-	-	238,000
Barrio Street Lighting	District 1	High	40131	GCC	760,000	-	-	-	-	-	-	-	760,000
			40132Temp	Gas Tax	-	700,000	-	-	-	-	-	-	700,000
			40133Temp	TRANSNET-LOC	-	-	1,280,000	1,280,000	1,030,000	-	-	-	3,590,000
Beach Access Repair/Upgrades - Pine Avenue To Tamarack	District 1	Critical	38961	IRF	1,612,750	2,500,000	-	-	-	-	-	-	4,112,750
			38962	GCC	6,199,000	-	-	-	-	-	-	-	6,199,000
Bridge Preventative Maintenance Program	Multiple Districts	High	60661	IRF	1,727,511	500,000	250,000	500,000	500,000	-	-	-	3,477,511
Buena Interceptor Sewer Access Road Improvements	District 3	High	55371	SEWER REPL	1,450,000	-	-	-	-	-	-	-	1,450,000
			55011	SEWER REPL	3,758,499	-2,799,813	3,500,000	-	-	-	-	-	4,458,686
			55012	SEWER CONN	550,000	-	-	-	-	-	-	-	550,000
Buena Interceptor Sewer Realignment - East Segment	District 2	High	55441	SEWER REPL	507,000	-	2,026,000	-	-	-	-	-	2,533,000
Buena Vista Creek Concrete Channel Maintenance At El Camino Real	Multiple Districts	Critical	66191	GCC	1,250,000	-	-	-	-	-	-	-	1,250,000
			66192Temp	IRF	-	2,820,000	730,000	-	-	-	-	-	3,550,000
Business Park Recreational Facility (Partial Funding)	District 2	Low	19041	ZONE 5	-	-	-	-	-	-	-	4,760,000	4,760,000
Calavera Hills Community Center Refurbishment	District 2	Medium	47461	IRF	145,000	540,000	-	-	-	-	-	-	685,000
Calavera Hills Community Park Gateway Improvements	District 2	High	46011	GCC	1,296,350	101,000	-	-	-	-	-	-	1,397,350
			46012	GCC	10,500	-	-	-	-	-	-	-	10,500

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Camino De Los Coches And La Costa Avenue Intersection Control	District 4	Critical	63251	GAS TAX	250,000	100,000	500,000	-	-	-	-	-	850,000
Camino Hills And Jackspar Drive Slope Stabilization	District 2	Medium	60301	GCC	159,400	700,000	-	-	-	-	-	-	859,400
Cannon Road and Paseo del Norte SMP and GMP Improvements	District 2	High	Null	Gas Tax	-	60,000	-	-	-	-	-	-	60,000
Cannon Road Lift Station Improvements	District 2	High	Null	SEWER REPL	-	150,000	530,000	-	-	-	-	-	680,000
Carlsbad Blvd Median-Tamarack Avenue To Pine Avenue	District 1	Low	19071	GAS TAX	-	-	-	-	-	-	-	2,763,000	2,763,000
Carlsbad Blvd Pedestrian Improvement Project	District 1	High	20221Temp 20222Temp	GAS TAX FED GRNT	-	108,400 591,600	-	-	-	-	-	-	108,400 591,600
Carlsbad Blvd Realignment	Multiple Districts	Medium	60311	TRANSNET-LOC	1,779,026	-	-	-	-	-	-	-	1,779,026
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2)	District 2	Low	19081	TIF	-	-	-	-	-	-	-	932,000	932,000
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2) (RTCIP)	District 2	Low	19091	TIF	-	-	-	-	-	-	-	3,681,000	3,681,000
Carlsbad Boulevard and Tamarack Avenue Pedestrian Improvements	District 1	High	60581 60583	GAS TAX TRANSNET-LOC	1,576,000	-	-	-	-	-	-	-	1,576,000 1,054,000
Carlsbad Boulevard Lane Reduction and Edge Striping	Multiple Districts	High	Null	Gas Tax	-	300,000	-	-	-	-	-	-	300,000
Carlsbad Boulevard Pedestrian Lighting - Tamarack To State Street	District 1	High	60681	TRANSNET-LOC	1,325,000	-	-	-	-	-	-	-	1,325,000
Carlsbad Boulevard Waterline Replacement At Terramar	District 2	Critical	50481	WATER REPL	2,430,000	1,000,000	1,650,000	-	-	-	-	-	5,080,000
Carlsbad Boulevard Widening Mountain View Drive to Northerly City Limits	District 1	Low	19101 19102	TIF TIF	-	-	-	-	-	-	-	984,000	984,000 1,274,000
Carlsbad Village Dr. & Grand Ave. Pedestrian And Crossing Imp.	District 1	Medium	19121	TRANSNET-LOC	-	-	1,320,000	-	-	-	-	-	1,320,000
Carlsbad Village Drive Widening - Pontiac Drive to Victoria Avenue	Multiple Districts	Low	19131	TIF	-	-	-	-	-	-	-	3,102,000	3,102,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Carlsbad Water Recycling Facility (Encina Capital Projects)	District 3	Critical	52031	WATER REPL	709,390	-109,446	-	-	-	-	-	-	599,944
			52032	RECL REPL	2,231,710	1,460,000	315,000	320,000	310,000	200,000	1,200,000	1,300,000	7,336,710
Catholic Protection Program	Multiple Districts	Critical	50071	WATER REPL	1,426,700	180,000	190,000	190,000	190,000	190,000	260,000	280,000	2,906,700
CFD#1 Administration	Multiple Districts	Low	19151	CFD#1	-	110,000	110,000	110,000	110,000	-	-	-	440,000
Chestnut Avenue Complete Street Improvements-Valley To Pio Pico	District 1	Medium	19161	TRANSNET-LOC	-	-	1,080,000	-	-	-	-	-	1,080,000
Chestnut Complete Street I-5 To Railroad Project Study	District 1	Medium	60691	TRANSNET-LOC	-	-	85,000	-	-	-	-	-	85,000
Chestnut Underpass Public Art Project	District 1	Medium	Null	GCC	-	100,000	150,000	-	-	-	-	-	250,000
Christiansen Way Improvements	District 1	Medium	19171	TRANSNET-LOC	-	-	310,000	-	-	-	-	-	310,000
City Facility Accessibility Upgrades	Multiple Districts	Medium	47271	GCC	500,000	-	-	-	-	-	-	-	500,000
City Facility Safety And Parking Lot Lighting Assessment	Multiple Districts	High	60741	IRF	1,410,000	500,000	-	-	-	-	-	-	1,910,000
City Hall Complex	Multiple Districts	Critical	40081	CFD#1	1,028,105	-	-	-	-	-	50,000,000	-	51,028,105
City Hall Complex Refurbishment	District 1	Medium	47181	IRF	1,059,000	85,000	-	-	-	-	-	-	1,144,000
City Hall Exterior Refurbishment	District 1	Critical	47251	GCC	2,250,000	-	-	-	-	-	-	-	2,250,000
Citywide Drainage Improvement Program	Multiple Districts	High	66082	GAS TAX	6,090,594	-	-	-	-	-	-	-	6,090,594
Citywide Street Lighting Program	Multiple Districts	Medium	66083	IRF	2,384,000	2,297,500	595,000	265,000	265,000	265,000	1,325,000	1,325,000	8,721,500
Citywide Thermoplastic Pavement Markings	Multiple Districts	Critical	60931	GAS TAX	50,000	-	-	-	-	-	-	-	50,000
Cole Library Expansion	District 1	Low	19211	CFD#1	-	-	-	-	-	-	-	5,988,000	5,988,000
			19212	PFF	-	-	-	-	-	-	-	11,936,000	11,936,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Cole Library Expansion	District 1	Low	19213	GCC	-	-	-	-	-	-	-	1,000,000	1,000,000
Cole Library Security Fencing	District 1	Low	Null	IRF	-	40,000	130,000	-	-	-	-	-	170,000
College Boulevard - Cannon Road To Badger Lane (375 Zone)	District 2	Medium	50131	WATER CONN	1,060,000	-809,817	844,817	-	-	-	-	-	1,095,000
College Boulevard - Cannon Road To Badger Lane (490 Zone)	District 2	Medium	50121	WATER CONN	1,090,000	-790,000	1,160,000	-	-	-	-	-	1,460,000
College Boulevard Reach A and Cannon Road Reach 4A	District 2	High	36362	OTHER	1,713,002	-	-	-	-	-	-	-	1,713,002
			36363	PLDB	-	-	-	-	-	-	-	-	-
			36364	TRANSNET-LOC	1,205,000	-	-	1,500,000	-	-	-	-	2,705,000
Concrete Repair/Replacement Program	Multiple Districts	Medium	60132	GAS TAX	2,933,000	-	-	-	-	-	-	-	2,933,000
			60133	RMRA	107,000	620,000	620,000	620,000	620,000	750,000	1,250,000	1,250,000	5,837,000
Crestview Drive Transmission Main	District 2	Low	50331	WATER REPL	240,000	60,000	500,000	-	-	-	-	-	800,000
Curb Inlet Filter Retrofit Program	Multiple Districts	Medium	66261	IRF	230,000	300,000	300,000	300,000	300,000	300,000	1,500,000	-	3,230,000
CWRF Irrigation and Landscape	District 3	Low	52131	RECL REPL	175,000	-	-	-	-	-	-	-	175,000
CWRF Roof Replacement	District 3	Low	Null	RECL REPL	-	225,000	-	-	-	-	-	-	225,000
Desalinated Water Flow Control Facility No. 5	District 2	High	50381	WATER CONN	2,154,300	7,950,000	-	-	-	-	-	-	10,104,300
DMP Facility AAA (Jefferson Street)	District 1	Low	19231	PLDA	-	-	-	-	-	-	-	289,534	289,534
DMP Facility AAAAA (Madison Street)	District 1	Medium	19241	PLDA	-	-	-	-	-	-	-	416,500	416,500
DMP Facility AC (Highland Drive Drainage Project)	District 1	Medium	66091	PLDA	-	-	-	-	-	-	-	921,408	921,408
DMP Facility AFA (Hidden Valley Drainage Restoration & Enhancement..)	District 2	Low	19251	PLDA	-	-	-	-	-	-	-	91,608	91,608
DMP Facility AFB (Calaavera Hills Drainage Restoration & Enhancement..)	District 2	Low	19261	PLDA	-	-	-	-	-	-	-	163,164	163,164

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
DMP Facility BB-1 And 2 (Washington Street)	District 1	Low	19271	PLDB	-	-	-	-	-	-	-	1,086,065	1,086,065
DMP Facility BCB (Magnolia Avenue)	District 1	Medium	19281	PLDB	-	-	-	-	-	-	-	468,096	468,096
DMP Facility BFA (Country Store)	District 2	High	66271	PLDB	963,673	-	-	-	-	-	-	-	963,673
DMP Facility BFB-L & BFB-1 (Tamarack And El Camino Real Pida "B")	District 2	Low	19291	PLDB	-	-	-	-	-	-	-	904,329	904,329
DMP Facility BFB-U (El Camino Real)	District 2	High	66221	PLDB	891,220	-	-	-	-	-	-	-	891,220
			66222Temp	IRF	-	750,000	750,000	6,000	6,000	6,000	30,000	30,000	1,578,000
DMP Facility BL-L (College Blvd. Bridge Reimb. Pida "B")	District 2	Low	19301	PLDB	-	-	-	-	-	-	1,816,101	-	1,816,101
DMP Facility BL-U (College Boulevard)	District 2	Low	19311	PLDB	-	-	-	-	-	-	-	384,509	384,509
DMP Facility BM (Cantarini/College Boulevard Box Culvert)	District 2	Low	19321	PLDB	-	-	-	-	-	-	-	204,077	204,077
DMP Facility BQ (Summy Creek)	District 2	Low	19331	PLDB	-	-	-	-	-	-	-	131,355	131,355
DMP Facility BR (Cantarini/College Boulevard Pipe Drainage)	District 2	Low	19341	PLDB	-	-	-	-	-	-	-	180,773	180,773
DMP Facility C2 (Paseo Del Norte)	District 3	Low	19351	PLDC	-	-	-	-	-	-	-	727,730	727,730
DMP Facility CA (Avenida Encinas)	District 3	Low	19361	PLDC	-	-	-	-	-	-	-	529,402	529,402
DMP Facility DBA (Poinsettia Village)	District 4	Low	19371	PLDD	-	-	-	-	-	-	-	167,215	167,215
DMP Facility DBB (Avenida Encinas)	District 4	Low	19381	PLDD	-	-	-	-	-	-	-	429,108	429,108
DMP Facility DFA (Batiqitos Lagoon Stormwater Treatment)	District 4	Low	19391	PLDD	-	-	-	-	-	-	-	256,423	256,423
DMP Facility DH (Aitve Place Canyon Restoration)	District 3	Low	19401	PLDD	-	-	-	-	-	-	-	232,812	232,812
DMP Facility DQB (La Costa Town Center)	District 4	Medium	19411	PLDD	-	-	-	-	-	-	-	745,842	745,842
DMP Facility DZ (Poinsettia Lane)	District 3	High	19421	PLDD	-	-	-	-	-	-	-	642,063	642,063

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source	
Dove Library Lighting Improvements	District 3	Low	40811	GCC	225,000	-	-	-	-	-	-	-	225,000	
Dove Library Parking Lot Renovation	District 3	Medium	47441	GCC	475,000	-	-	-	-	-	-	-	475,000	
Drainage Master Plan Update	Multiple Districts	High	66231	PLDA	166,512	25,000	-	-	-	-	-	-	191,512	
			66232	PLDB	558,000	-	-	-	-	-	-	-	-	558,000
			66233	PLDC	121,890	25,000	-	-	-	-	-	-	-	146,890
66234	PLDD	209,598	25,000	-	-	-	-	-	-	-	-	234,598		
El Camino Real And Agua Hedionda Creek Bridge Railing & Sidewalk	District 2	Critical	60561	IRF	210,000	-	-	-	-	-	-	-	210,000	
El Camino Real And Cannon Road Intersection Improvements	District 2	Critical	60421	TIF	3,536,000	-	-	-	-	-	-	-	3,536,000	
El Camino Real and Carlsbad Village Drive Dual Left Turns	District 1	Low	60422Temp	Gas Tax	-	325,000	-	-	-	-	-	-	325,000	
			19431	TIF	-	-	-	-	-	-	-	1,132,000	-	1,132,000
El Camino Real And College Blvd Intersection Improvements	District 2	Critical	60711	GAS TAX	945,000	75,000	-	-	-	-	-	-	1,020,000	
			60712	GCC	131,000	-	-	-	-	-	-	-	-	131,000
El Camino Real Medians	Multiple Districts	Low	36431	PFF	695,781	-	-	-	-	-	-	-	695,781	
			36432	GAS TAX	1,404,530	-500,000	-	-	-	-	-	-	-	904,530
El Camino Real Right Turn Lane To East Bound Alga Road	District 3	Low	19441	TIF	-	-	-	-	-	-	438,000	-	438,000	
El Camino Real Widening - Arenal Road to La Costa Avenue	District 4	High	60511	TIF	3,200,000	50,000	2,500,000	-	-	-	-	-	5,750,000	
El Camino Real Widening - Poinsettia Lane to Camino Vida Roble	Multiple Districts	Critical	60721	TRANSNET-LOC	1,555,000	1,550,000	-	-	-	-	-	-	3,105,000	
			60722	FED GRNT	1,440,000	-	-	-	-	-	-	-	-	1,440,000
El Camino Real Widening - Sunny Creek To Jackspar	District 2	Critical	60941	TRANSNET-LOC	4,000,000	-	-	-	-	-	-	-	4,000,000	

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
El Fuerte Lift Station Pump Addition	District 2	Medium	Null	SEWER CONN	-	180,000	600,000	-	-	-	-	-	780,000
Encina Capital Projects	Multiple Districts	High	58011	SEWER REPL	42,001,301	6,822,000	6,751,000	7,877,000	7,910,000	8,240,000	33,894,000	39,288,000	152,783,301
Faraday and El Camino Real Sewer Replacement - Orion To PAR	District 2	High	55391	SEWER CONN	140,000	-	1,200,000	-	-	-	-	-	1,340,000
Faraday Avenue Improvements	District 2	High	Null	GCC	-	100,000	-	-	-	-	-	-	100,000
Faraday Center Refurbishment	District 2	Medium	47201	IRF	3,154,380	-	-	-	-	-	-	-	3,154,380
Fire Administration Offices	District 2	Null	Null	GCC	-	150,000	-	-	-	-	-	-	150,000
Fire Flow Capacity System Improvements	Multiple Districts	High	50431	WATER REPL	1,710,000	-	100,000	100,000	264,000	-	-	-	2,174,000
Fire Station 6 Renovation	District 4	Null	Null	IRF	-	35,000	-	-	-	-	-	-	35,000
Fire Station No. 1 and 5 Drainage Improvements	Multiple Districts	Medium	66161	GCC	480,000	-200,000	-	-	-	-	-	-	280,000
Fire Station No. 2 Replacement	District 4	High	40601	GCC	13,000,000	-	-	-	-	-	-	-	13,000,000
Fire Station No. 4 Expansion	District 3	High	47401	IRF	5,335,000	-5,067,590	-	-	-	-	-	-	267,410
Fire Station No. 5 New Roof And Storage Building	District 2	Medium	47361	GCC	225,000	120,000	-	-	-	-	-	-	345,000
Fleet Fuel Island Upgrade	District 2	High	47471	IRF	150,000	1,500,000	-	-	-	-	-	-	1,650,000
Fleet Maintenance Refurbishment	District 2	High	47141	IRF	1,374,000	700,000	-	-	-	-	-	-	2,074,000
Foxes Landing Lift Station Wetwell and Pump Replacement	District 1	Critical	55261	SEWER REPL	5,492,000	200,000	-	-	-	-	-	-	5,692,000
Gas Tax Transfer to General Fund (Transportation Operating Budget)	Multiple Districts	Null	Null	GAS TAX	-	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000	9,000,000
Guardrail Replacement and Improvement Program	Multiple Districts	Medium	60871	GAS TAX	150,000	150,000	-	-	-	-	-	-	300,000
Harding Center Refurbishment	District 1	Low	47081	IRF	165,000	-	140,000	-	-	-	-	-	305,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Headwall Replacement Program	Multiple Districts	High	66241	IRF	510,000	-	-	-	-	-	-	-	510,000
Hosp Grove Park Improvements	District 1	Low	47281	IRF	1,562,000	-	195,000	-	-	-	-	-	1,757,000
Hydroelectric Generation at Water Facilities	District 2	Medium	50591	WATER CONN	200,000	200,000	1,875,000	-	-	-	-	-	2,275,000
Intelligent Traffic Control Devices	Multiple Districts	Low	66341	GAS TAX	200,000	-	-	-	-	-	-	-	200,000
Jefferson Street SMP Improvements	District 1	High	Temp1	Gas Tax	-	75,000	-	-	-	-	-	-	75,000
Kelly Drive and Park Drive Complete Street Improvements	Multiple Districts	Critical	60751	TRANSNET-LOC	4,175,000	-	-	-	-	-	-	-	4,175,000
			60753	GAS TAX	130,000	-	-	-	-	-	-	-	130,000
			60754	PFF	-	1,085,000	-	-	-	-	-	-	1,085,000
Kelly Drive Channel Repair	District 2	Medium	66061	IRF	1,041,000	-	-	-	-	-	-	-	1,041,000
La Costa Avenue SMP Improvements	District 4	High	Null	Gas Tax	-	110,000	-	-	-	-	-	-	110,000
La Costa Avenue Traffic Improvements	District 4	Medium	60761	GAS TAX	21,300	100,000	741,700	-	-	-	-	-	863,000
Laguna Drive Storm Drain	District 1	Medium	66281	GAS TAX	456,000	-200,000	-	-	-	1,000,000	1,494,000	-	2,750,000
Lake Calavera Outlet Improvements	District 2	High	50541	GCC	1,396,001	40,000	-	-	-	-	-	-	1,436,001
Lake Calavera Reservoir Maintenance	District 2	High	50492	GCC	531,001	-	-	-	-	-	-	-	531,001
Lake Calavera Trails Master Plan/Construction (Prop C)	District 2	Medium	38661	GCC	1,128,250	-	-	-	-	-	-	-	1,128,250
Las Flores Drive SMP Improvements	District 1	High	Temp1	Gas Tax	-	-	85,000	-	-	-	-	-	85,000
Las Palmas Roof Replacement	District 2	Medium	Null	IRF	-	500,000	-	-	-	-	-	-	500,000
Las Palmas Trunk Sewer	District 2	High	55401	SEWER CONN	556,000	-	2,907,000	-	-	-	-	-	3,463,000
Left Turn Lane Extensions	Multiple Districts	High	60771	GAS TAX	200,000	-	-	-	-	-	-	-	200,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source	
Leo Carrillo Ranch Park Phase 3 - Stables Restoration and Restroom Construction	District 2	Low	46021	PFF	1,631,500	-	-	-	-	-	-	-	1,631,500	
			46022	PIL-SE	1,334,100	-	-	-	-	-	-	-	-	1,334,100
			46023	PFF	29,655	-	-	-	-	-	-	-	-	-
Leo Carrillo Ranch Roof Repairs	District 2	High	47481	IRF	350,000	1,100,000	-	-	-	-	-	-	1,450,000	
Library Fire Alarm Panel Upgrades	Multiple Districts	Low	47411	IRF	180,000	-	-	-	-	-	-	-	180,000	
Limited Access Pipeline Relocation Program	Multiple Districts	Critical	50351	WATER REPL	1,940,000	-	2,000,000	1,000,000	-	-	-	-	4,940,000	
Loan repay - Park-in-Lieu SW to Public Facility Fee Fund	Null	Null	Null	PIL-SW	-	-	-	-	-	-	-	1,100,000	1,100,000	
Loan Repay - Sewer Conn to Sewer Repl	Null	Null	Null	SEWER CONN	-	-	-	-	-	-	-	4,700,000	4,700,000	
Loan Repayment Park-in-Lieu NE to Public Facility Fee Fund	Null	Null	Null	PIL-NE	-	-	-	-	-	-	-	4,550,000	4,550,000	
Maerkle Facility Improvements	District 2	Critical	50091	WATER REPL	2,235,200	-	-	-	-	-	-	-	2,235,200	
Maerkle Reservoir Floating Cover Replacement	District 2	Critical	50361	WATER REPL	13,055,000	-2,022,156	-	-	-	-	-	-	11,032,844	
Maerkle Reservoir Solar Project	District 2	Medium	47221	GCC	830	-	249,170	-	-	-	-	-	250,000	
Maerkle Reservoir Transmission Main	District 2	Critical	50011	WATER REPL	6,330,000	-5,557,000	1,000,000	4,557,000	-	-	-	-	6,330,000	
Marca Place Drainage Improvements	District 4	Medium	66141	GAS TAX	65,000	-	-	-	-	-	-	-	65,000	
Meirose Drive and Alga Road Dual Left Turn Lanes (RTCIP)	District 2	Low	19531	TIF	-	-	-	-	-	-	-	1,237,000	1,237,000	
Meirose Drive Right Turn Lane to West Bound Palomar Airport Road	District 2	Critical	60341	TIF	711,000	200,000	-	-	-	-	-	-	911,000	
Miscellaneous City Building Improvements	Multiple Districts	Medium	47231	IRF	1,565,000	150,000	150,000	150,000	150,000	-	750,000	750,000	3,665,000	
Monroe Street Pool Replacement	District 1	High	47241	IRF	6,187,000	-	-	-	-	-	-	-	6,187,000	
			47242	GCC	62,000	-	-	-	-	-	-	-	62,000	

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
New Village Arts Building Roof And Exterior Refurbishment	District 1	Low	47391	IRF	313,626	-	-	-	-	-	-	-	313,626
Normally Closed Valve (Install Motorized Valve)	District 2	High	50501	WATER REPL	485,000	-	-	-	-	-	-	-	485,000
North Batiquitos Access Road Improvement	District 4	High	55471	SEWER REPL	250,000	-	90,000	-	-	-	-	-	340,000
North Batiquitos Lift Station Forcemain Rehabilitation	District 4	Medium	55361	SEWER REPL	550,000	400,000	-	-	-	-	-	-	950,000
Ocean Street Reconfiguration Concepts Study	District 1	Medium	60781	GCC	-	-	200,000	-	-	-	-	-	200,000
Ocean Street Restroom Facility	District 1	Medium	47291	GCC	775,000	-	-	-	-	-	-	-	775,000
Odor and Corrosion Prevention Assessment	Multiple Districts	Medium	55201	SEWER REPL	320,000	-	-	-	-	-	-	-	320,000
Open Space and Trail Acquisition (Prop C)	Multiple Districts	High	40831	GCC	4,015,000	-	-	-	-	-	-	-	4,015,000
Orion Center	District 2	High	35721	CFD#1	33,995,266	721,890	-	-	-	-	-	-	34,717,156
			35722	WATER REPL	6,650,399	139,010	-	-	-	-	-	-	6,789,409
			35723	SEWER REPL	3,995,000	83,500	-	-	-	-	-	-	4,078,500
			35724	CFD#1	541,000	-	-	-	-	-	-	-	541,000
			35725	RECL REPL	2,660,000	55,600	-	-	-	-	-	-	2,715,600
Palomar Airport Rd and Avenida Encinas GMP Improvements	Multiple Districts	High	Null	Gas Tax	-	230,000	-	-	-	-	-	-	230,000
Palomar Airport Road And College Blvd Improvements	District 2	Critical	60281	TIF	995,500	300,000	-	-	-	-	-	-	1,295,500
Palomar Airport Road/El Fuerte Street Right Turn Lane	District 2	Low	19581	TIF	-	-	-	-	-	-	1,198,000	-	1,198,000
Palomar Airport Road/Passo Del Norte Left Turn Lane Extension	Multiple Districts	High	60431	Gas Tax	144,546	50,000	-	-	-	-	-	-	194,546
			60432	TRANSNET-LOC	250,277	-	-	-	-	-	-	-	250,277
Palomar Airport Road/Passo Del Norte Right Turn Lane	Multiple Districts	High	60441	Gas Tax	350,538	80,000	-	-	-	-	-	-	430,538

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Palomar Airport Road/Paseo Del Norte Right Turn Lane	Multiple Districts	High	60442	TRANSNET-LOC	925,639	-	-	-	-	-	-	-	925,639
Palomar Airport Waterline Realignment	District 2	High	50551	WATER REPL	1,000,000	750,000	-	-	-	-	-	-	1,750,000
Park Drive Street and Drainage Improvement	District 1	Critical	66111	GCC	717,439	-	-	-	-	-	-	-	717,439
Parking Lot Maintenance Program	Multiple Districts	High	60521	GAS TAX	1,865,000	1,070,000	1,030,000	-	-	-	-	-	3,965,000
Pavement Management Program	Multiple Districts	High	60011	IRF	1,030,000	500,000	60,000	130,000	60,000	130,000	475,000	475,000	2,860,000
				TRANSNET-LOC	19,186,563	-	-	-	1,500,000	1,500,000	7,500,000	7,500,000	37,186,563
			60012	GAS TAX	8,138,130	-210,911	-	-	-	-	-	-	7,927,219
			60013	TRANSNET-LOC	11,546,476	2,600,000	1,600,000	1,600,000	1,100,000	1,100,000	5,500,000	5,500,000	30,546,476
			60016	RMRA	6,136,000	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	9,500,000	9,500,000	34,636,000
Pine Avenue Park - Phase II (Community Building)	District 1	Medium	46031	PIL-NW	2,497,000	-	-	-	-	-	-	-	2,497,000
			46032	PFF	10,016,040	-	-	-	-	-	-	-	10,016,040
			46033	PFF	123,300	-	-	-	-	-	-	-	123,300
Poinsettia Community Park - Phase 3	District 3	Medium	46051	PFF	5,231,475	-	-	-	-	-	-	-	5,231,475
			46052	PFF	43,225	-	-	-	-	-	-	-	43,225
Poinsettia Community Park - Phase 4 - Dog Park	District 3	High	46081	PFF	2,061,000	731,000	-	-	-	-	-	-	2,792,000
			46082	PFF	21,140	-	-	-	-	-	-	-	21,140
Poinsettia Lane - Cassia Road to Skimmer Court (Reimb. Agreement)	District 3	Medium	50451	WATER CONN	600,000	-	-	-	-	-	-	-	600,000
Poinsettia Lane - Reach E Cassia Road To Skimmer Court	District 3	High	39221	BTD#2	14,081,200	-	-	-	-	-	-	-	14,081,200
Poinsettia Lane - Reaches A,B,C,F,G & Aviara Parkway Reimb	District 2	High	19591	BTD#2	-	-	-	-	-	-	-	1,168,833	1,168,833

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Poinsettia Lane Widening - Paseo Del Norte to Batiquitos Drive (RTCIP)	District 3	Medium	19601	TIF	-	-	-	-	-	-	-	1,039,000	1,039,000
Police & Fire Headquarters Renovation	District 2	High	47151	IRF	5,953,050	-	-	-	-	-	-	-	5,953,050
			47152	GCC	2,013,500	-	-	-	-	-	-	-	2,013,500
Pressure Reducing Station Program	Multiple Districts	Critical	50201	WATER REPL	3,462,000	600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000	12,462,000
Public Beach Access Improvements (Ocean Street)	District 1	Low	60571	GCC	3,610,336	-	-	-	-	-	-	-	3,610,336
			60572	IRF	726,683	-	-	-	-	-	-	-	726,683
Railroad Double Tracking	Multiple Districts	Low	60591	GCC	560,105	-	-	-	-	-	-	-	560,105
Rancho Carlsbad Groundwater Supply	District 2	Low	19621	WATER CONN	-	200,000	125,000	-	-	-	1,425,000	-	1,750,000
			19622	WATER REPL	-	200,000	125,000	-	-	-	1,425,000	-	1,750,000
Rancho Santa Fe Trail Slope Improvements	District 4	High	60881	GCC	350,000	-	-	-	-	-	-	-	350,000
Recycled Water Condition Assessment Program	Multiple Districts	Critical	52111	RECL REPL	650,000	50,000	50,000	50,000	50,000	50,000	280,000	310,000	1,490,000
Recycled Water Line - CWRf To Agua Hedionda Lagoon	Multiple Districts	Critical	50271	WATER REPL	1,632,594	-	-	-	-	-	-	-	1,632,594
			50272	RECL WATER	3,417,406	-	-	-	-	-	-	-	3,417,406
Recycled Water Phase 3 - Pipelines	Multiple Districts	Critical	52081	WATER REPL	2,497,529	-	-	-	-	-	-	-	2,497,529
			52082	RECL WATER	21,256,331	-	-	-	-	-	-	-	21,256,331
Recycled Water Phase 3 - Reservoir	District 3	High	52101	WATER REPL	980,000	-	-	-	-	-	-	-	980,000
			52102	RECL WATER	3,120,000	-	-	-	-	-	-	-	3,120,000
Recycled Water Pipeline Replacement	District 2	High	19541	RECL REPL	-	-	-	350,000	350,000	350,000	2,150,000	2,910,000	6,110,000
Recycled Water Valve & Appurtenance Replacement Program	Multiple Districts	Critical	52121	RECL REPL	260,000	-	120,000	-	120,000	-	630,000	700,000	1,850,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Reservoir Repair and Maintenance Program	Multiple Districts	Critical	50241	WATER REPL	5,850,000	-	-	1,960,000	-	-	3,070,000	3,610,000	14,490,000
Retroreflectivity Sign Replacement Program	Multiple Districts	Medium	60371	GAS TAX	1,000,000	-	240,000	-	-	-	-	-	1,240,000
Roadway Improvements - Coastal Area Analysis & Implementation	Multiple Districts	Medium	60791	GCC	200,000	-	-	-	-	-	-	-	200,000
Roadway Slope Stabilization	Multiple Districts	High	60811	GAS TAX	414,000	166,000	320,000	-	-	-	-	-	900,000
Robertson Ranch Park Development (Partial Funding)	District 2	Medium	38011	PIL-NE	200,000	200,000	-	2,450,000	-	-	-	-	2,850,000
			38012	PFF	-	-	-	12,592,000	-	-	-	-	12,592,000
Romeria Drainage Improvements	District 4	High	66041	GCC	410,000	-	-	-	-	-	-	-	410,000
			66042	GAS TAX	347,940	-	-	-	-	-	-	-	347,940
Safety Training Center Settlement	District 2	Low	47431	GCC	1,156,995	-	-	-	-	-	-	-	1,156,995
San Luis Rey Mission Basin Groundwater Supply	Multiple Districts	Low	50441	WATER CONN	77,500	200,000	300,000	-	-	-	5,500,000	2,500,000	8,577,500
			50442	WATER REPL	77,500	-	-	-	-	-	6,000,000	2,500,000	8,577,500
Santa Fe II Inlet Pipeline	Null	High	50571	WATER REPL	495,000	-	2,370,000	-	-	-	-	-	2,865,000
Santa Fe II Reservoir Site Electrical Improvements	District 2	Medium	50461	WATER REPL	150,000	-116,419	-	-	-	-	-	-	33,581
SCADA Improvements	Multiple Districts	Critical	55421	SEWER REPL	1,967,800	2,160,933	-	175,165	380,734	-	-	-	4,684,632
			55422	WATER REPL	2,065,300	1,858,100	3,209,200	2,412,500	610,500	-	-	-	10,155,600
			55423	RECL REPL	645,400	381,500	631,500	337,600	398,000	-	-	-	2,394,000
Schulman Auditorium and Cannon Art Gallery	District 3	Medium	Null	IRF	-	200,000	-	-	-	-	-	-	200,000
Senior Center Refurbishment	District 1	Medium	47381	IRF	1,248,000	-	-	-	-	-	-	-	1,248,000
Senior Center Security Fencing	District 1	Low	Null	IRF	-	20,000	58,000	-	-	-	-	-	78,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Sewer Condition Assessment	Multiple Districts	Critical	55131	SEWER REPL	1,458,000	-	100,000	100,000	100,000	100,000	750,000	750,000	3,358,000
Sewer Lift Station Repairs And Upgrades	Multiple Districts	Critical	38401	SEWER REPL	3,085,380	1,150,000	150,000	150,000	150,000	150,000	750,000	750,000	6,335,380
Sewer Line Capacity Improvements	Multiple Districts	High	55481	SEWER REPL	200,000	-	2,873,000	-	-	-	-	-	3,073,000
Sewer Modeling	Multiple Districts	Low	55461	SEWER CONN	300,000	-	-	-	-	-	-	-	300,000
Sewer Monitoring Program (Capacity)	Multiple Districts	Critical	55041	SEWER CONN	642,000	-	-	-	44,000	-	154,000	110,000	950,000
Sewer System Rehabilitation and Replacement	Multiple Districts	High	55031	SEWER REPL	7,376,475	850,000	1,200,000	1,200,000	1,850,000	1,850,000	13,350,000	14,050,000	41,726,475
Sidewalk/Street Construction Program	Multiple Districts	High	60021	TIF	3,500,000	300,000	200,000	300,000	300,000	-	-	-	4,600,000
			60022	GAS TAX	-	-	-	-	-	300,000	1,500,000	1,500,000	3,300,000
South Shore Agua Hedionda Lagoon Trail	District 2	High	40851	GCC	719,500	36,000	-	-	-	-	-	-	755,500
Stagecoach Park Synthetic Turf Replacement	District 4	Low	47421	IRF	2,200,000	-	-	-	-	-	-	-	2,200,000
State Street and Grand Avenue Road Improvements	District 1	Medium	60821	TRANSNET-LOC	-	-	325,000	-	-	-	-	-	325,000
State Street parking lot EV charging station	District 1	Medium	Null	PFF	-	300,000	-	-	-	-	-	-	300,000
Storm Drain Condition Assessment	Multiple Districts	High	66201	IRF	600,000	-	200,000	200,000	200,000	200,000	1,000,000	1,000,000	3,400,000
Storm Drain System Rehab and Repair Program	Multiple Districts	High	66071	IRF	4,791,360	200,000	200,000	200,000	200,000	200,000	1,520,000	1,520,000	8,831,360
Street Lighting Replacement Program	Multiple Districts	High	60621	GCC	319,269	-	-	-	-	-	-	-	319,269
			60622	TRANSNET-LOC	3,325,000	-	-	-	-	-	-	-	3,325,000
Tamarack Avenue SMP Improvements	District 2	Medium	Temp1	Gas Tax	-	-	200,000	510,000	-	-	-	-	710,000
Temporary Fire Station No. 7	District 2	High	Null	GCC	-	900,000	-	-	-	-	-	-	900,000
Terramar Area Coastal Improvements	District 2	High	60541	TIF	6,650,001	-	-	-	-	-	-	-	6,650,001

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Terramar Area Coastal Improvements	District 2	High	60542	GCC	999,999	-	-	-	-	-	-	-	999,999
			60543	TRANSNET-LOC	1,000,000	-	-	-	-	-	-	-	1,000,000
			60544	SEWER REPL	1,000,000	-1,000,000	-	-	-	-	-	-	-
			60545	PFF	-	2,450,000	-	-	-	-	-	-	2,450,000
The Crossings Golf Course Lake Liner Replacement	District 2	High	40841	GCC	835,500	200,000	-	-	-	-	-	-	1,035,500
Traffic Control Improvements - Poinsettia Lane & Cassia Road	Multiple Districts	High	63292	GAS TAX	411,000	-	-	-	-	-	-	-	411,000
Traffic Control Improvements - Poinsettia Lane & Oriole Court	District 3	High	63302	GAS TAX	411,000	-	-	-	-	-	-	-	411,000
Traffic Impact Fee Funds to CFD #1	Null	Null	Null	TIF	-	90,000	90,000	90,000	90,000	90,000	90,000	1,404,000	1,944,000
Traffic Impact Fee Update	Multiple Districts	High	60401	TIF	200,000	40,000	-	-	-	-	-	-	240,000
Traffic Improvement Program	Multiple Districts	Critical	60701	GAS TAX	1,700,000	400,000	-	-	-	-	-	-	2,100,000
			60702	GCC	-	-	400,000	-	-	-	-	-	400,000
Traffic Monitoring Program	Multiple Districts	High	60031	TIF	1,526,900	96,000	96,000	96,000	96,000	-	288,000	-	2,198,900
Traffic Signal - Faraday Avenue and Camino Hills Drive	District 2	Medium	63311	GAS TAX	-	-	-	210,000	-	-	-	-	210,000
Traffic Signal - La Costa Avenue And Levante Street	District 4	Low	39381	GAS TAX	250,000	-	-	-	-	-	-	-	250,000
Traffic Signal - Maverick Way and Camino De Los Coches	District 4	Critical	63322	GAS TAX	140,000	-	-	-	-	-	-	-	140,000
Traffic Signal - Poinsettia Lane And Brigantine Road	Multiple Districts	Low	19711	GAS TAX	-	-	-	210,000	-	-	-	-	210,000
Traffic Signal - Tamarack Avenue And Valley Street	District 1	Medium	19721	GAS TAX	-	-	-	-	-	-	-	-	-
Traffic Signal Master Plan	Multiple Districts	High	63331	GCC	150,000	-	-	-	-	-	-	-	150,000
Traffic Signal Operations Modifications	Multiple Districts	Medium	63271	GAS TAX	180,000	-	-	-	-	-	-	-	180,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Trail Connectivity to Tamarack State Beach (Prop C)	District 1	Low	40631	GCC	152,156	-	-	3,123,844	-	-	-	-	3,276,000
Transfer Fire Station No. 4 Funds to General Fund	Null	Null	Null	IRF	-	5,070,000	-	-	-	-	-	-	5,070,000
Tri-Agency Water Transmission Pipeline Replacement	District 2	High	50081	WATER REPL	6,455,000	-2,836,030	2,836,030	-	-	-	-	-	6,455,000
Utility Undergrounding Program Study	Multiple Districts	Medium	60831	GCC	-	-	100,000	-	-	-	-	-	100,000
Vallecitos Interceptor Sewer Cleaning and CCTV	Multiple Districts	High	55491	SEWER REPL	250,000	-	-	-	-	-	-	-	250,000
Valley and Magnolia Complete Streets	District 1	High	60191	TIF	3,536,206	-	-	-	-	-	-	-	3,536,206
Valley Street Road Diet and Traffic Calming	District 1	Medium	19741	TRANSNET-LOC	71,000	-	-	-	-	-	-	-	71,000
					-	-	1,200,000	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	Multiple Districts	Critical	46091	CFD#1	-	-	1,645,000	-	-	-	-	-	1,645,000
					1,837,200	1,175,000	1,175,000	1,175,000	23,420,000	-	-	28,882,200	
Village and Barrio Traffic Circles	District 1	High	40151	GCC	415,000	-	-	-	-	-	-	-	415,000
					-	1,025,000	-	-	-	-	-	-	1,025,000
Village Decorative Lighting	District 1	Medium	40153	SEWER REPL	560,000	-400,000	-	-	-	-	-	-	160,000
					2,175,000	584,000	-	-	-	-	-	2,759,000	
Village H South Off Leash Dog Area and Trail Segment 5B	District 2	Medium	46101	PFF	703,853	-	400,000	-	-	-	-	-	1,103,853
					455,000	67,000	872,800	-	-	-	-	1,394,800	
Village Intelligent Parking Implementation	District 1	Low	60891	GCC	-	-	300,000	-	-	-	-	-	300,000
Village Public Gathering Spaces Study	District 1	Medium	40611	GCC	-	-	345,000	-	-	-	-	-	345,000
Villas Sewer Lift Station Replacement	District 2	Critical	55501	SEWER REPL	130,000	960,000	-	-	-	-	-	-	1,090,000

Projects

Project Name	District	Score	Funding ID	Funding Source	Prior Appropriation	Year 1 (2021-22)	Year 2 (2022-23)	Year 3 (2023-24)	Year 4 (2024-25)	Year 5 (2025-26)	Year 6-10 (2027-31)	Year 11-15 (2032-36)	Total Funding Source
Vista Carlsbad Interceptor - Agua Hedionda LS & Forcemain (VC12-VC13)	District 2	Critical	34921	SEWER CONN	31,175,821	-	-	-	-	-	-	-	31,175,821
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	District 1	Critical	55351	SEWER CONN	1,196,000	-800,000	800,000	-	-	-	3,150,000	-	4,346,000
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	Multiple Districts	Critical	38861	SEWER CONN	9,464,833	-	-	-	-	-	-	-	9,464,833
Vista Carlsbad Interceptor - Reach VC3	District 1	Critical	39501	SEWER CONN	597,000	-	-	2,092,000	-	-	-	-	2,689,000
Vista Carlsbad Interceptor - Reach VC14 To VC15	Multiple Districts	High	39491	SEWER CONN	21,350,390	-	-	-	-	-	-	-	21,350,390
Vista Carlsbad Interceptor - Rehabilitation (VC1 & VC2)	District 2	Critical	55511	SEWER REPL	141,000	-	1,795,000	-	-	-	-	-	1,936,000
Water Infrastructure Condition Assessment Program	Multiple Districts	Critical	50511	WATER REPL	1,380,000	400,000	410,000	410,000	420,000	420,000	2,250,000	2,480,000	8,170,000
Water Loss Monitoring Program	Multiple Districts	High	50521	WATER REPL	350,000	-	50,000	100,000	100,000	100,000	500,000	500,000	1,700,000
Water Modeling	Multiple Districts	Low	50581	WATER CONN	300,000	50,000	25,000	25,000	25,000	-	-	-	425,000
Water System Rehabilitation and Replacement	Multiple Districts	Critical	39041	WATER REPL	7,838,366	1,730,000	2,690,000	2,800,000	3,000,000	3,000,000	19,890,000	21,080,000	62,028,366
Water Valve Repair/Replacement Program	Multiple Districts	Critical	50191	WATER REPL	5,990,000	930,000	940,000	960,000	960,000	960,000	5,110,000	5,650,000	21,500,000
Grand Total					566,879,093	56,154,676	82,748,717	58,639,109	51,574,234	24,726,000	198,269,101	197,933,846	1,236,924,776

CAPITAL IMPROVEMENT PROGRAM SUMMARY BY FUND

BTD NO. 2 AVIARA PARKWAY - POINSETTIA LANE							
	Prior Years	Year 1 2021-22	Year 2 2022-23	Year 3 2023-24	Year 4 2024-25	Year 5 2025-26	Year 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	328,773	328,773	844,893	1,357,885	1,357,885	1,357,885
REVENUES							
Developer Fees		-	516,120	512,992	-	-	2,143,409
Total Revenues	N/A	-	516,120	512,992	-	-	2,143,409
CAPITAL PROJECTS							
Poinsettia Lane - Reach E Cassia Road To Skimmer Court	14,081,198	-	-	-	-	-	-
Poinsettia Lane - Reaches A,B,C,F,G & Aviara Pkwy Reimb	-	-	-	-	-	-	1,168,833
Total Project Expenditures	14,081,198	-	-	-	-	-	1,168,833
ENDING FUND BALANCE	N/A	328,773	844,893	1,357,885	1,357,885	1,357,885	2,332,461

BTD NO. 3 CANNON ROAD WEST							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	520,699	581,683	581,683	581,683	581,683	581,683
REVENUES							
Developer Fees		60,984	-	-	-	-	3,605,928
Total Revenues	N/A	60,984	-	-	-	-	3,605,928
CAPITAL PROJECTS							
Total Project Expenditures	-	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	581,683	581,683	581,683	581,683	581,683	4,187,611

COMMUNITY FACILITIES DISTRICT NO. 1 (CFD 1)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	62,573,249	64,984,677	68,042,078	70,241,338	49,919,334	53,502,804
REVENUES							
Developer Special Taxes		4,518,318	4,342,400	3,484,261	3,207,996	3,583,469	10,382,489
Total Revenues	N/A	4,518,318	4,342,400	3,484,261	3,207,996	3,583,469	10,382,489
CAPITAL PROJECTS							
CFD#1 Administration	-	110,000	110,000	110,000	110,000	-	-
City Hall Complex	1,028,104	-	-	-	-	-	50,000,000
Cole Library Expansion	-	-	-	-	-	-	5,988,000
Loan - CFD #1 to Traffic Impact Fee Fund	1,944,000	-	-	-	-	-	-
Orion Center	33,995,266	721,890	-	-	-	-	-
Orion Center - Public Art	541,000	-	-	-	-	-	-
Veteran's Memorial Park (All Quadrants)	1,837,200	1,275,000	1,175,000	1,175,000	23,420,000	-	-
Total Project Expenditures	39,345,570	2,106,890	1,285,000	1,285,000	23,530,000	-	55,988,000
ENDING FUND BALANCE	N/A	64,984,677	68,042,078	70,241,338	49,919,334	53,502,804	7,897,292

GAS TAX FUND							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	2,204,862	787,918	77,007	1,597,883	4,091,471	5,322,182
REVENUES							
Gas Tax and Prop 42 Funds		2,955,545	3,005,789	3,050,876	3,093,588	3,130,711	33,081,697
Total Revenues	N/A	2,955,545	3,005,789	3,050,876	3,093,588	3,130,711	33,081,697
CAPITAL PROJECTS							
Advance Street Name Signs	40,000	-	-	-	-	-	-
Avenida Encinas Pedestrian Access Improvements	75,000	-	-	-	-	-	-
Barrio Street Lighting	-	700,000	-	-	-	-	-
Cannon Road and Paseo del Norte SMP and GMP Improvements	-	60,000	-	-	-	-	-
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,575,999	-	-	-	-	-	-
Carlsbad Blvd Median-Tamarack Avenue To Pine Avenue	-	-	-	-	-	-	2,763,000
Carlsbad Blvd Pedestrian Improvement Project	-	108,400	-	-	-	-	-
Carlsbad Boulevard Lane Reduction and Edge Striping	-	300,000	-	-	-	-	-
Citywide Drainage Improvement Program	6,090,593	-	-	-	-	-	-
Citywide Street Lighting Program	150,000	-	-	-	-	-	-
Citywide Thermoplastic Pavement Markings	50,000	-	-	-	-	-	-
Concrete Repair/Replacement Program	2,932,999	-	-	-	-	-	-
El Camino Real And Cannon Road Intersection Improvements	512,000	325,000	-	-	-	-	-
El Camino Real And College Blvd Intersection Improvements	945,001	75,000	-	-	-	-	-
El Camino Real Medians	1,404,530	(500,000)	-	-	-	-	-
Gas Tax Transfer To General Fund (Transportation Operating Budget)	-	600,000	600,000	600,000	600,000	600,000	6,000,000
Guardrail Replacement And Improvement Program	150,000	150,000	-	-	-	-	-
Intelligent Traffic Control Devices	200,000	-	-	-	-	-	-
Intersection Control - Camino De Los Coches And La Costa Avenue	250,000	100,000	500,000	-	-	-	-
Jefferson Street SMP Improvements	-	75,000	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	130,000	-	-	-	-	-	-
La Costa Avenue SMP Improvements	-	110,000	-	-	-	-	-
La Costa Avenue Traffic Improvements	21,300	100,000	741,700	-	-	-	-
Laguna Drive Storm Drain	456,000	(200,000)	-	-	-	1,000,000	1,494,000
Las Flores Drive SMP Improvements	-	-	85,000	-	-	-	-
Left Turn Lane Extensions	200,000	-	-	-	-	-	-
Marca Place Drainage Improvements	65,000	-	-	-	-	-	-
Palomar Airport Rd and Avenida Encinas GMP Improvements	-	230,000	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Left Turn Lane	144,546	50,000	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Right Turn Lane	350,539	80,000	-	-	-	-	-
Park Drive Drainage And Street Improvements	1,865,002	1,070,000	1,030,000	-	-	-	-
Pavement Management Program	8,138,128	(210,911)	-	-	-	-	-
Retroreflectivity Sign Replacement Program	999,999	-	240,000	-	-	-	-
Roadway Slope Stabilization	414,000	166,000	320,000	-	-	-	-
Romeria Drainage Improvements	347,938	-	-	-	-	-	-
Sidewalk/Street Construction Program	-	-	-	-	-	300,000	3,000,000
Tamarack Avenue SMP Improvements	-	-	200,000	510,000	-	-	-
Traffic Control Improvements - Poinsettia Lane & Cassia Road	410,999	-	-	-	-	-	-
Traffic Control Improvements - Poinsettia Lane & Oriole Court	411,000	-	-	-	-	-	-
Traffic Improvement Program	1,700,000	400,000	-	-	-	-	-
Traffic Signal - Faraday Avenue And Camino Hills Drive	-	-	-	210,000	-	-	-
Traffic Signal - La Costa Avenue And Levante Street	250,000	-	-	-	-	-	-
Traffic Signal - Maverick Way & Camino De Los Coches	140,000	-	-	-	-	-	-
Traffic Signal - Poinsettia Lane And Brigantine Road	-	-	-	210,000	-	-	-
Traffic Signal - Tamarack Avenue And Valley Street	440,261	-	-	-	-	-	-
Traffic Signal Operations Modifications	180,001	-	-	-	-	-	-
Village And Barrio Traffic Circles	2,175,001	584,000	-	-	-	-	-
Total Project Expenditures	33,215,836	4,372,489	3,716,700	1,530,000	600,000	1,900,000	13,257,000
ENDING FUND BALANCE	N/A	787,918	77,007	1,597,883	4,091,471	5,322,182	25,146,879

GAS TAX (ROAD MAINTENANCE AND REHABILITATION ACCOUNT)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	673,408	405,758	203,426	91,483	68,638	35,656
REVENUES							
Gas Tax (RMRA) Revenues		2,252,350	2,317,668	2,408,057	2,497,155	2,617,018	31,711,245
Total Revenues	N/A	2,252,350	2,317,668	2,408,057	2,497,155	2,617,018	31,711,245
CAPITAL PROJECTS							
Concrete Repair/Replacement Program	107,000	620,000	620,000	620,000	620,000	750,000	2,500,000
Pavement Management Program	6,136,002	1,900,000	1,900,000	1,900,000	1,900,000	1,900,000	19,000,000
Total Project Expenditures	6,243,002	2,520,000	2,520,000	2,520,000	2,520,000	2,650,000	21,500,000
ENDING FUND BALANCE	N/A	405,758	203,426	91,483	68,638	35,656	10,246,901

GENERAL CAPITAL CONSTRUCTION (GCC)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	11,001,245	14,107,245	14,337,075	17,007,231	22,889,231	29,007,231
REVENUES							
Transfer from General Fund		5,353,000	5,534,000	5,794,000	5,882,000	6,118,000	65,612,000
Total Revenues	N/A	5,353,000	5,534,000	5,794,000	5,882,000	6,118,000	65,612,000
CAPITAL PROJECTS							
ADA Beach Access-Pine To Tamarack	375,002	-	2,500,000	-	-	-	-
Agua Hedionda South Shore Trail (HUB Trail)	719,500	36,000	-	-	-	-	-
Alga Norte Park Modifications	314,000	-	660,000	-	-	-	-
Assessment District 97-1 Concrete Improvements	420,000	-	-	-	-	-	-
Barrio Street Lighting	760,000	-	-	-	-	-	-
Beach Access Repair/Upgrades - Pine Avenue To Tamarack	6,199,001	-	-	-	-	-	-
Buena Vista Creek Channel Clearing At El Camino Real	1,250,000	-	-	-	-	-	-
Calavera Park Gateway Improvements	1,296,351	101,000	-	-	-	-	-
Calavera Park Gateway Improvements - Public Art	10,500	-	-	-	-	-	-
Camino Hills And Jackspar Drive Slope Stabilization	159,398	700,000	-	-	-	-	-
Cannon Park Restroom	55,645	-	-	-	-	-	-
Chestnut Underpass Public Art Project	-	100,000	150,000	-	-	-	-
City Facility Accessibility Upgrades	500,001	-	-	-	-	-	-
City Hall Exterior Refurbishment	2,250,001	-	-	-	-	-	-
Cole Library Expansion (Brownley Donation)	-	-	-	-	-	-	1,000,000
Crossings Golf Course Lake Liner Replacement	835,500	200,000	-	-	-	-	-
Dove Library Lighting Improvements	225,000	-	-	-	-	-	-
Dove Library Parking Lot Revision	475,000	-	-	-	-	-	-
El Camino Real And College Blvd Intersection Improvements	131,000	-	-	-	-	-	-
Faraday Avenue Improvements	-	100,000	-	-	-	-	-
Fire Administration Offices	-	150,000	-	-	-	-	-
Fire Station No. 1, 4 and 5 Drainage Improvements	480,000	(200,000)	-	-	-	-	-
Fire Station No. 2 Replacement	12,999,999	-	-	-	-	-	-
Fire Station No. 5 New Roof And Storage Building	225,001	120,000	-	-	-	-	-
Fleet Maintenance Refurbishment	896,100	-	-	-	-	-	-
Lake Calavera Outlet Improvements	1,220,000	40,000	-	-	-	-	-
Lake Calavera Reservoir Maintenance	531,003	-	-	-	-	-	-
Lake Calavera Storm Drain Improvements	5,569	-	-	-	-	-	-
Lake Calavera Trails Master Plan/Construction (Prop C)	1,128,248	-	-	-	-	-	-
Maerle Reservoir Solar Project	830	-	249,170	-	-	-	-
Monroe Street Pool Replacement - Public Art	62,000	-	-	-	-	-	-
Ocean Street Reconfiguration Concepts Study	-	-	200,000	-	-	-	-
Ocean Street Restroom Facility	775,000	-	-	-	-	-	-
Open Space And Trail Acquisition (Prop C)	4,015,000	-	-	-	-	-	-
Park Drive Drainage And Street Improvements	717,440	-	-	-	-	-	-
Public Beach Access Improvements (Ocean Street)	3,610,340	-	-	-	-	-	-
Railroad Double Tracking	560,104	-	-	-	-	-	-
Rancho Santa Fe Trail Slope Improvements	350,000	-	-	-	-	-	-
Roadway Improvements - Coastal Area Analysis & Implementation	200,000	-	-	-	-	-	-
Romeria Drainage Improvements	409,998	-	-	-	-	-	-
Safety Center Renovation	2,013,500	-	-	-	-	-	-
Safety Training Center Refurbishments	1,156,995	-	-	-	-	-	-
Street Lighting Replacement Program	319,270	-	-	-	-	-	-
Temporary Fire Station No. 7	-	900,000	-	-	-	-	-
Terramar Area Coastal Improvements (Park)	999,999	-	-	-	-	-	-
Traffic Improvement Program	-	-	400,000	-	-	-	-
Traffic Signal Master Plan	150,001	-	-	-	-	-	-
Trail Connectivity To Tamarack State Beach (Prop C)	152,156	-	-	3,123,844	-	-	-
Utility Undergrounding Program Study	-	-	100,000	-	-	-	-
Village And Barrio Traffic Circles	415,001	-	-	-	-	-	-
Village Decorative Lighting	703,853	-	400,000	-	-	-	-
Village Intelligent Parking Implementation	-	-	300,000	-	-	-	-
Village Public Gathering Spaces Study	-	-	345,000	-	-	-	-
Total Project Expenditures	50,073,306	2,247,000	5,304,170	3,123,844	-	-	1,000,000
	N/A	14,107,245	14,337,075	17,007,231	22,889,231	29,007,231	93,619,231

GRANTS - FEDERAL							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	(0)	(0)	(0)	(0)	(0)	(0)
REVENUES							
Grant Revenue		2,367,600	-	-	-	-	-
Total Revenues	N/A	2,367,600	-	-	-	-	-
CAPITAL PROJECTS							
Avenida Encinas Widening - South of Palomar Airport Road	-	1,776,000	-	-	-	-	-
Carlsbad Blvd Pedestrian Improvement Project	-	591,600	-	-	-	-	-
El Camino Real Widening - Cassia Rd To Camino Vida Roble	1,440,000	-	-	-	-	-	-
Total Project Expenditures	1,440,000	2,367,600	-	-	-	-	-
ENDING FUND BALANCE	N/A	(0)	(0)	(0)	(0)	(0)	(0)

INFRASTRUCTURE MAINTENANCE & REPLACEMENT (IM&R)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	88,772,763	78,027,853	79,723,853	83,686,853	87,807,853	92,824,853
REVENUES							
Transfer from General Fund		5,353,000	5,534,000	5,794,000	5,882,000	6,118,000	65,612,000
Total Revenues	N/A	5,353,000	5,534,000	5,794,000	5,882,000	6,118,000	65,612,000
CAPITAL PROJECTS							
Adaptive Traffic Signal Program	-	800,000	-	-	-	-	-
Agua Hedionda Creek Maintenance	75,002	58,000	80,000	80,000	80,000	-	-
Aviara & Hidden Canyon Park Playground Safety Resurfacing	600,000	-	-	-	-	-	-
Beach Access Repair/Upgrades - Pine Avenue To Tamarack	1,612,752	2,500,000	-	-	-	-	-
Bridge Preventive Maintenance Program	1,727,512	500,000	250,000	500,000	500,000	-	-
Buena Vista Creek Channel Clearing At El Camino Real	-	2,820,000	730,000	-	-	-	-
Calavera Hills Community Center Refurbishment	145,000	540,000	-	-	-	-	-
City Facility Safety And Parking Lot Lighting Assessment	1,410,001	500,000	-	-	-	-	-
City Hall Complex Refurbishment	1,058,999	85,000	-	-	-	-	-
Citywide Drainage Improvement Program	2,384,002	2,297,500	595,000	265,000	265,000	265,000	2,650,000
Cole Library Security Fencing	-	40,000	130,000	-	-	-	-
Curb Inlet Filter Retrofit	230,000	300,000	300,000	300,000	300,000	300,000	1,500,000
DMP Facility BFB-U (El Camino Real)	-	750,000	750,000	6,000	6,000	6,000	60,000
El Camino Real And Agua Hedionda Creek Bridge Railing & Sidewalk	210,000	-	-	-	-	-	-
Faraday Center Refurbishment	3,154,382	-	-	-	-	-	-
Fire Station 6 Renovation	-	35,000	-	-	-	-	-
Fire Station No. 2 Replacement	1,433,883	-	-	-	-	-	-
Fire Station No. 4 Expansion	5,335,000	(5,067,590)	-	-	-	-	-
Transf. Back Fire Sta. No. 4 Funds to General Fund	-	-	5,070,000	-	-	-	-
Fleet Maintenance Refurbishment	1,374,003	700,000	-	-	-	-	-
Fleet Service Center Fuel Island Upgrade	149,999	1,500,000	-	-	-	-	-
Harding Center Refurbishment	165,000	-	140,000	-	-	-	-
Hosp Grove Park Improvements	1,562,000	-	195,000	-	-	-	-
Hosp Grove Park Improvements (Sewer Extension)	120,000	-	-	-	-	-	-
Kelly Drive Channel Repair	1,041,003	-	-	-	-	-	-
Las Palmas Roof Replacement	-	500,000	-	-	-	-	-
Leo Carrillo Ranch Roof Refurbishment	349,999	1,100,000	-	-	-	-	-
Library Fire Alarm Panel Upgrades	180,000	-	-	-	-	-	-
Miscellaneous City Building Improvements	1,565,000	150,000	150,000	150,000	150,000	-	1,500,000
Monroe Street Pool Replacement	6,187,001	-	-	-	-	-	-
New Village Arts Building Roof And Exterior Refurbishment	313,627	-	-	-	-	-	-
Parking Lot Maintenance Program	1,030,000	500,000	60,000	130,000	60,000	130,000	950,000
Public Beach Access Improvements (Ocean Street)	726,683	-	-	-	-	-	-
Safety Center Renovation	5,953,050	-	-	-	-	-	-
Schulman Auditorium and Cannon Art Gallery	-	200,000	-	-	-	-	-
Senior Center Refurbishment	1,248,001	-	-	-	-	-	-
Senior Center Security Fencing	-	20,000	58,000	-	-	-	-
Stagecoach Park Synthetic Turf Replacement	2,200,000	-	-	-	-	-	-
Storm Drain Condition Assessment	600,000	-	200,000	200,000	200,000	200,000	2,000,000
Storm Drain Headwall Replacement Program	510,002	-	-	-	-	-	-
Storm Drain System Rehab And Repair Program	4,791,364	200,000	200,000	200,000	200,000	200,000	3,040,000
	49,443,265	16,097,910	3,838,000	1,831,000	1,761,000	1,101,000	11,700,000
ENDING FUND BALANCE	N/A	78,027,853	79,723,853	83,686,853	87,807,853	92,824,853	146,736,853

OTHER							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	628,799	628,799	628,799	628,799	628,799	628,799
REVENUES							
Other Financing Sources		-	-	-	-	-	-
Total Revenues	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
College Blvd Reach A And Cannon Road Reach 4A	1,712,999	-	-	-	-	-	-
Total Project Expenditures	1,712,999	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	628,799	628,799	628,799	628,799	628,799	628,799

PARK-IN-LIEU NE							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	4,434,133	4,234,133	4,234,133	1,804,555	1,804,555	1,804,555
REVENUES							
Developer Fees		-	-	20,422	-	-	3,543,259
Total Revenues	N/A	-	-	20,422	-	-	3,543,259
CAPITAL PROJECTS							
Loan - Park-in-Lieu NE to Public Facility Fee Fund for Park Site Acquisition	-	-	-	-	-	-	4,550,000
Robertson Ranch Park Development	200,000	200,000	-	2,450,000	-	-	-
Total Project Expenditures	200,000	200,000	-	2,450,000	-	-	4,550,000
ENDING FUND BALANCE	N/A	4,234,133	4,234,133	1,804,555	1,804,555	1,804,555	797,814

PARK-IN-LIEU NW							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	2,157,849	2,750,864	4,489,293	6,220,905	8,232,029	8,845,593
REVENUES							
Developer Fees		593,015	1,738,429	1,731,612	2,011,124	613,563	3,422,320
Total Revenues	N/A	593,015	1,738,429	1,731,612	2,011,124	613,563	3,422,320
CAPITAL PROJECTS							
Pine Avenue Park - Phase 2 (Community Center And Garden)	2,197,002	-	-	-	-	-	-
Total Project Expenditures	2,197,002	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	2,750,864	4,489,293	6,220,905	8,232,029	8,845,593	12,267,912

PARK-IN-LIEU SE							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	1,744,047	2,045,275	2,678,365	2,724,315	2,724,315	2,724,315
REVENUES							
Developer Fees		301,228	633,089	45,950	-	-	5,106
Total Revenues	N/A	301,228	633,089	45,950	-	-	5,106
CAPITAL PROJECTS							
Leo Carrillo Park - Phase 3	1,334,099	-	-	-	-	-	-
Total Project Expenditures	1,334,099	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	2,045,275	2,678,365	2,724,315	2,724,315	2,724,315	2,729,421

PARK-IN-LIEU SW							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	565,405	565,405	565,405	565,405	565,405	565,405
REVENUES							
Developer Fees/Loans		-	-	-	-	-	362,495
Total Revenues	N/A	-	-	-	-	-	362,495
CAPITAL PROJECTS							
Aviara Community Park - Phase 2	3,120,504	-	-	-	-	-	-
Aviara Community Park - Phase 2 - Public Art	38,199	-	-	-	-	-	-
Aviara Reimbursement Agreement	238,001	-	-	-	-	-	-
Loan Repay - Park-in-Lieu SW To Public Facility Fee Fund	-	-	-	-	-	-	1,100,000
Total Project Expenditures	3,396,704	-	-	-	-	-	1,100,000
ENDING FUND BALANCE	N/A	565,405	565,405	565,405	565,405	565,405	(172,101)

PARK FEE ZONES 5, 13, 16, 17, 18							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	4,800,689	4,813,644	4,818,206	4,838,206	4,858,206	4,858,206
REVENUES							
Developer Fees		12,955	4,562	20,000	20,000	-	1,167,182
Total Revenues	N/A	12,955	4,562	20,000	20,000	-	1,167,182
CAPITAL PROJECTS							
Business Park Recreational Facility (Partial Funding)	-	-	-	-	-	-	4,760,000
Total Project Expenditures	-	-	-	-	-	-	4,760,000
ENDING FUND BALANCE	N/A	4,813,644	4,818,206	4,838,206	4,858,206	4,858,206	1,265,388

PLANNED LOCAL DRAINAGE AREA A FEES (PLD A)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	956,779	931,779	931,779	939,619	968,406	968,406
REVENUES							
Developer Fees		-	-	7,840	28,788	-	39,328
Total Revenues	N/A	-	-	7,840	28,788	-	39,328
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	166,512	25,000	-	-	-	-	-
Total Project Expenditures	166,512	25,000	-	-	-	-	1,882,214
ENDING FUND BALANCE	N/A	931,779	931,779	939,619	968,406	968,406	(874,480)

PLANNED LOCAL DRAINAGE AREA B FEES (PLD B)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	392,859	468,115	543,372	618,628	704,277	779,534
REVENUES							
Developer Fees		75,256	75,256	75,256	85,649	75,256	2,301,927
Total Revenues	N/A	75,256	75,256	75,256	85,649	75,256	2,301,927
CAPITAL PROJECTS							
DMP Facility B & BN (Agua Hedionda And Calavera Creek Plda "B")	3,559,891	-	-	-	-	-	-
DMP Facility BB 1 And 2 (Washington Street)	-	-	-	-	-	-	1,086,065
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)	891,220	-	-	-	-	-	-
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
Drainage Master Plan Update	558,000	-	-	-	-	-	-
Total Project Expenditures	5,972,784	-	-	-	-	-	5,175,305
ENDING FUND BALANCE	N/A	468,115	543,372	618,628	704,277	779,534	(2,093,845)

PLANNED LOCAL DRAINAGE AREA C FEES (PLD C)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	1,533,684	1,576,448	1,694,353	1,797,952	1,922,725	1,922,725
REVENUES							
Developer Fees		67,764	117,905	103,599	124,772	-	2,053,080
Total Revenues	N/A	67,764	117,905	103,599	124,772	-	2,053,080
CAPITAL PROJECTS							
DMP Facility C2 (Paseo Del Norte)	-	-	-	-	-	-	727,730
DMP Facility CA (Avenida Encinas)	-	-	-	-	-	-	529,402
Drainage Master Plan Update	121,890	25,000	-	-	-	-	-
Total Project Expenditures	121,890	25,000	-	-	-	-	1,257,132
ENDING FUND BALANCE	N/A	1,576,448	1,694,353	1,797,952	1,922,725	1,922,725	2,718,673

PLANNED LOCAL DRAINAGE AREA D FEES (PLD D)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	630,604	641,531	717,039	769,732	816,945	816,945
REVENUES							
Developer Fees		35,927	75,508	52,693	47,213	-	1,331,895
Total Revenues	N/A	35,927	75,508	52,693	47,213	-	1,331,895
CAPITAL PROJECTS							
DMP Facility DBA (Poinsettia Village)	-	-	-	-	-	-	167,215
DMP Facility DBB (Avenida Encinas)	-	-	-	-	-	-	429,108
DMP Facility DFA (Batiqitos 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	209,598	25,000	-	-	-	-	-
Total Project Expenditures	209,598	25,000	-	-	-	-	2,473,463
ENDING FUND BALANCE	N/A	641,531	717,039	769,732	816,945	816,945	(324,622)

PUBLIC FACILITY FEE FUND (PFF)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	27,476,816	23,607,195	24,418,847	13,071,892	14,449,527	14,900,540
REVENUES							
Developer Fees		763,379	1,684,452	1,245,045	1,377,635	451,012	16,158,925
Total Revenues	N/A	763,379	1,684,452	1,245,045	1,377,635	451,012	16,158,925
CAPITAL PROJECTS							
Aviara Community Park - Phase 3	700,001	-	-	-	-	-	-
Cole Library Expansion	-	-	-	-	-	-	11,936,000
El Camino Real Medians	695,781	-	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	-	1,085,000	-	-	-	-	-
Leo Carrillo Park - Phase 3	1,631,500	-	-	-	-	-	-
Leo Carrillo Park - Phase 3 - Public Art	29,654	-	-	-	-	-	-
Loan - Public Facility Fee Fund To Park-in-Lieu NE for Park Site Acquisition	4,550,000	-	-	-	-	-	-
Loan - Public Facility Fee Fund To Park-in-Lieu SW	1,100,000	-	-	-	-	-	-
Pine Avenue Park - Phase 2 (Community Center And Garden)	10,016,036	-	-	-	-	-	-
Pine Avenue Park - Phase 2 (Community Center And Garden) - Public Art	123,300	-	-	-	-	-	-
Poinsettia Community Park - Phase 3	5,231,474	-	-	-	-	-	-
Poinsettia Community Park - Phase 3 - Public Art	43,225	-	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park	2,061,001	731,000	-	-	-	-	-
Poinsettia Community Park - Phase 4 - Dog Park - Public Art	21,140	-	-	-	-	-	-
Robertson Ranch Park Development	-	-	-	12,592,000	-	-	-
State Street parking lot EV charging station	-	300,000	-	-	-	-	-
Terramar Area Coastal Improvements	-	2,450,000	-	-	-	-	-
Village H South Off Leash Dog Area and Trail Segment 5B	455,000	67,000	872,800	-	-	-	-
Total Project Expenditures	26,658,112	4,633,000	872,800	12,592,000	-	-	11,936,000
ENDING FUND BALANCE	N/A	23,607,195	24,418,847	13,071,892	14,449,527	14,900,540	19,123,465

SEWER CONNECTION FEE FUND							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	2,316,154	3,188,102	(1,491,180)	(1,934,998)	(1,637,817)	(1,511,111)
REVENUES							
Developer Fees and Miscellaneous		251,948	307,717	288,382	341,181	126,706	3,032,965
Other Agency Contributions (City of Vista)		-	520,000	1,359,800	-	-	2,047,500
Total Revenues	N/A	251,948	827,717	1,648,182	341,181	126,706	5,080,465
CAPITAL PROJECTS							
Buena Interceptor Sewer Improvements	550,000	-	-	-	-	-	-
El Fuerte Lift Station Pump Addition	-	180,000	600,000	-	-	-	-
Faraday & El Camino Real Sewer Replacement - Orion To PAR	140,000	-	1,200,000	-	-	-	-
Las Palmas Trunk Sewer	556,000	-	2,907,000	-	-	-	-
Loan Repay - Sewer Conn To Sewer Repl	-	-	-	-	-	-	4,700,000
Sewer Modeling	300,000	-	-	-	-	-	-
Sewer Monitoring Program (Capacity)	642,000	-	-	-	44,000	-	264,000
Vista Carlsbad Interceptor - Agua Hedionda LS & Forcemain (VC12-VC13)	31,175,825	-	-	-	-	-	-
Vista Carlsbad Interceptor - Buena Vista Lift Station Improvements	1,196,001	(800,000)	800,000	-	-	-	3,150,000
Vista Carlsbad Interceptor - Lagoon Bridge Replacement (VC11B)	9,464,834	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC14 To VC15	21,350,392	-	-	-	-	-	-
Vista Carlsbad Interceptor - Reach VC3	597,000	-	-	2,092,000	-	-	-
Total Project Expenditures	65,972,052	(620,000)	5,507,000	2,092,000	44,000	-	8,114,000
ENDING FUND BALANCE	N/A	3,188,102	(1,491,180)	(1,934,998)	(1,637,817)	(1,511,111)	(4,544,646)

SEWER REPLACEMENT FUND							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	(2,906,598)	(5,883,383)	(19,248,071)	(23,181,923)	(22,452,298)	(21,393,931)
REVENUES							
Transfer from Sewer Operating Fund		5,599,836	5,650,312	5,568,313	11,120,359	11,398,368	111,499,639
Total Revenues	N/A	5,599,836	5,650,312	5,568,313	11,120,359	11,398,368	111,499,639
CAPITAL PROJECTS							
Agua Hedionda Lift Station Biological Monitoring And Maintenance	225,000	-	-	-	-	-	-
Buena Interceptor Sewer Access Road Improvements	1,150,000	-	-	-	-	-	-
Buena Interceptor Sewer Improvements	3,758,504	(2,799,813)	3,500,000	-	-	-	-
Buena Interceptor Sewer Realignment - East Segment	507,000	-	2,026,000	-	-	-	-
Cannon Road Lift Station Improvements	-	150,000	530,000	-	-	-	-
Encina Capital Projects	42,001,300	6,822,000	6,751,000	7,877,000	7,910,000	8,240,000	73,182,000
Foxes Landing Lift Station Wetwell And Pump Replacement	5,492,003	200,000	-	-	-	-	-
Loan - Sewer Repl To Sewer Conn	4,700,000	-	-	-	-	-	-
North Batiquitos Interceptor Sewer Access Road Improvements	250,000	-	90,000	-	-	-	-
North Batiquitos Lift Station Forcemain Rehabilitation	550,000	400,000	-	-	-	-	-
Odor And Corrosion Prevention Assessment	320,000	-	-	-	-	-	-
Orion Center	3,995,000	83,500	-	-	-	-	-
Poinsettia Lane Lift Station Overflow	-	-	-	-	-	-	-
SCADA Improvements	1,967,800	2,160,933	-	175,165	380,734	-	-
Sewer Lift Station Repairs And Upgrades	3,085,381	1,150,000	150,000	150,000	150,000	150,000	1,500,000
Sewer Line Capacity Improvements	200,000	-	2,873,000	-	-	-	-
Sewer Line Condition Assessment	1,457,999	-	100,000	100,000	100,000	100,000	1,500,000
Sewer Line Refurbishments And Replacement	7,376,477	850,000	1,200,000	1,200,000	1,850,000	1,850,000	27,400,000
Terramar Area Coastal Improvements	1,000,000	(1,000,000)	-	-	-	-	-
Vallecitos Interceptor Sewer Cleaning And CCTV	250,000	-	-	-	-	-	-
Village And Barrio Traffic Circles	560,000	(400,000)	-	-	-	-	-
Villas Sewer Lift Station Replacement	130,000	960,000	-	-	-	-	-
Vista Carlsbad Interceptor - Rehabilitation (VC1 & VC2)	141,000	-	1,795,000	-	-	-	-
Total Project Expenditures	79,117,464	8,576,620	19,015,000	9,502,165	10,390,734	10,340,000	103,582,000
ENDING FUND BALANCE	N/A	(5,883,383)	(19,248,071)	(23,181,923)	(22,452,298)	(21,393,931)	(13,476,292)

TRAFFIC IMPACT FEES (TIF)							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	7,322,419	4,850,970	1,635	460,294	1,051,709	1,220,883
REVENUES							
Developer Fees		604,551	1,213,665	944,658	1,077,415	259,174	15,095,535
Total Revenues	N/A	604,551	1,213,665	944,658	1,077,415	259,174	15,095,535
CAPITAL PROJECTS							
Avenida Encinas Widening - South of Palomar Airport Road	170,653	2,000,000	3,177,000	-	-	-	-
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2)	-	-	-	-	-	-	932,000
Carlsbad Blvd Realignment / Palomar Airport Road (Segment 2) (RTCIP)	-	-	-	-	-	-	3,681,000
Carlsbad Blvd Widening Mountain View To Northerly City Limits	-	-	-	-	-	-	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	3,536,000	-	-	-	-	-	-
El Camino Real And Carlsbad Village Drive Dual Left Turns	-	-	-	-	-	-	1,132,000
El Camino Real Right Turn Lane To East Bound Alga Road	-	-	-	-	-	-	438,000
El Camino Real Widening - Arenal Road To La Costa Avenue	3,200,001	50,000	2,500,000	-	-	-	-
Melrose Drive And Alga Road Dual Left Turn Lanes (RTCIP)	-	-	-	-	-	-	1,237,000
Melrose Drive Right Turn Lane To West Bound Palomar Airport Road	711,001	200,000	-	-	-	-	-
Palomar Airport Road And College Blvd Improvements	995,501	300,000	-	-	-	-	-
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 Program	3,499,999	300,000	200,000	300,000	300,000	-	-
Terramar Area Coastal Improvements	6,650,004	-	-	-	-	-	-
Traffic Impact Fee Funds to CFD #1	-	90,000	90,000	90,000	90,000	90,000	1,494,000
Traffic Impact Fee Update	200,000	40,000	-	-	-	-	-
Traffic Monitoring Program	1,526,899	96,000	96,000	96,000	96,000	-	288,000
Valley and Magnolia Complete Streets	3,536,206	-	-	-	-	-	-
Total Project Expenditures	24,026,264	3,076,000	6,063,000	486,000	486,000	90,000	16,799,000
ENDING FUND BALANCE	N/A	4,850,970	1,635	460,294	1,051,709	1,220,883	(482,582)

TRANSNET - LOCAL							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	5,626,032	5,140,032	39,232	85,016	476,776	2,570,911
REVENUES							
Transportation Taxes		4,304,000	4,459,200	4,600,784	4,736,760	4,869,135	49,280,356
Total Revenues	N/A	4,304,000	4,459,200	4,600,784	4,736,760	4,869,135	49,280,356
CAPITAL PROJECTS							
ADA Improvement Program	1,800,001	640,000	715,000	175,000	715,000	175,000	4,450,000
Adaptive Traffic Signal Program	2,641,938	-	-	-	-	-	-
Adaptive Traffic Signal Program (Non-Jurisdictional Fees)	1,000,000	-	-	-	-	-	-
Barrio Street Lighting	-	-	1,280,000	1,280,000	1,030,000	-	-
Carlsbad Blvd And Tamarack Avenue Pedestrian Improvements	1,054,001	-	-	-	-	-	-
Carlsbad Blvd Pedestrian Lighting - Tamarack To State Street	1,325,000	-	-	-	-	-	-
Carlsbad Blvd Realignment	1,779,027	-	-	-	-	-	-
Carlsbad Village Dr. & Grand Ave. Pedestrian And Crossing Imp.	-	-	1,320,000	-	-	-	-
Chestnut Avenue Complete Street Improvements-Valley To Pio Pico	-	-	1,080,000	-	-	-	-
Chestnut Complete Street I-5 To Railroad Project Study	-	-	85,000	-	-	-	-
Christiansen Way Improvements	-	-	310,000	-	-	-	-
College Blvd Reach A And Cannon Road Reach 4A	1,205,000	-	-	1,500,000	-	-	-
El Camino Real Widening - Cassia Rd To Camino Vida Roble	1,554,998	1,550,000	-	-	-	-	-
El Camino Real Widening - Sunny Creek To Jackspar	4,000,000	-	-	-	-	-	-
Kelly Drive And Park Drive Road Diet And Multiuse Trail	4,175,001	-	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Left Turn Lane	250,277	-	-	-	-	-	-
Palomar Airport Road/Paseo Del Norte Right Turn Lane	925,641	-	-	-	-	-	-
Pavement Management Program	19,205,857	-	-	-	1,500,000	1,500,000	15,000,000
Pavement Management Program (Non-Juris Fees)	11,546,475	2,600,000	1,600,000	1,600,000	1,100,000	1,100,000	11,000,000
State Street Improvements At NW Corner Of Grand	-	-	325,000	-	-	-	-
Street Lighting Replacement Program	3,325,001	-	-	-	-	-	-
Terramar Area Coastal Improvements	1,000,000	-	-	-	-	-	-
Valley and Magnolia Complete Streets	-	-	1,200,000	-	-	-	-
Valley Street Road Diet And Traffic Calming	-	-	1,645,000	-	-	-	-
Village And Barrio Traffic Circles	1,024,999	-	-	-	-	-	-
Total Project Expenditures	57,813,216	4,790,000	9,560,000	4,555,000	4,345,000	2,775,000	30,450,000
ENDING FUND BALANCE	N/A	5,140,032	39,232	85,016	476,776	2,570,911	21,401,267

WATER CONNECTION - POTABLE							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	32,419,593	26,417,939	23,453,876	24,793,054	26,338,594	27,309,757
REVENUES							
Developer Fees		998,529	1,365,755	1,364,178	1,570,540	971,163	13,988,922
Total Revenues	N/A	998,529	1,365,755	1,364,178	1,570,540	971,163	13,988,922
CAPITAL PROJECTS							
College Boulevard - Cannon Road To Badger Lane (375 Zone)	1,060,000	(809,817)	844,817	-	-	-	-
College Boulevard - Cannon Road To Badger Lane (490 Zone)	1,090,000	(790,000)	1,160,000	-	-	-	-
Desalinated Water Flow Control Facility No. 5	2,154,300	7,950,000	-	-	-	-	-
Hydroelectric Generator at Desal Flow Control Facility No. 5	200,000	200,000	1,875,000	-	-	-	-
Poinsettia Lane - Cassia Road To Skimmer Court (Reimb. Agreement)	600,000	-	-	-	-	-	-
Rancho Carlsbad Groundwater Supply	-	200,000	125,000	-	-	-	1,425,000
San Luis Rey Mission Basin Groundwater Supply	77,500	200,000	300,000	-	-	-	8,000,000
Water Modeling	300,000	50,000	25,000	25,000	25,000	-	-
Total Project Expenditures	5,481,800	7,000,183	4,329,817	25,000	25,000	-	9,425,000
ENDING FUND BALANCE	N/A	26,417,939	23,453,876	24,793,054	26,338,594	27,309,757	31,873,679

WATER CONNECTION - RECYCLED							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	(19,981,340)	236,239	236,239	236,239	236,239	236,239
REVENUES							
Recycled Water Loans and Grants		20,217,580	-	-	-	-	-
Total Revenues	N/A	20,217,580	-	-	-	-	-
CAPITAL PROJECTS							
Recycled Water Line - CWRF To Agua Hedionda Lagoon	3,417,406	-	-	-	-	-	-
Recycled Water Phase 3 - CWRF Expansion	-	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	21,256,334	-	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	3,119,999	-	-	-	-	-	-
Total Project Expenditures	27,793,739	-	-	-	-	-	-
ENDING FUND BALANCE	N/A	236,239	236,239	236,239	236,239	236,239	236,239

WATER REPLACEMENT - POTABLE							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	11,325,223	23,908,045	13,094,138	6,311,233	8,631,338	12,487,188
REVENUES							
Transfer from Water Operating Fund		9,122,706	8,806,823	8,806,595	8,964,605	9,125,850	100,893,018
Total Revenues	N/A	9,122,706	8,806,823	8,806,595	8,964,605	9,125,850	100,893,018
CAPITAL PROJECTS							
Abandon Potable Services (New Recycled Services)	1,742,002	(866,175)	50,000	500,000	500,000	-	-
Aviara Parkway And Plum Tree Waterline	-	200,000	900,500	-	-	-	-
Carlsbad Boulevard Waterline Replacement At Terramar	2,430,000	1,000,000	1,650,000	-	-	-	-
Carlsbad Water Recycling Facility (Encina Capital Projects)	709,389	(109,446)	-	-	-	-	-
Catholic Protection Program	1,426,702	180,000	190,000	190,000	190,000	190,000	540,000
Crestview Drive Transmission Main	240,000	60,000	500,000	-	-	-	-
Fire Flow System Improvements	1,710,000	-	100,000	100,000	264,000	-	-
Limited Access Pipeline Relocation Program	1,939,999	-	2,000,000	1,000,000	-	-	-
Maerle Facility Improvements	2,235,201	-	-	-	-	-	-
Maerle Reservoir Floating Cover Replacement	13,054,999	(2,022,156)	-	-	-	-	-
Maerle Reservoir Transmission Main	6,330,000	(5,557,000)	1,000,000	4,557,000	-	-	-
Miscellaneous Pipeline Replacements	7,838,369	1,730,000	2,690,000	2,800,000	3,000,000	3,000,000	40,970,000
Orion Center	6,650,400	139,010	-	-	-	-	-
Palomar Airport Waterline Realignment	1,000,001	750,000	-	-	-	-	-
Pressure Reducing Station Program	3,461,997	600,000	600,000	600,000	600,000	600,000	6,000,000
Rancho Carlsbad Groundwater Supply	-	200,000	125,000	-	-	-	1,425,000
Recycled Water Line - CWRF To Agua Hedionda Lagoon	1,632,595	-	-	-	-	-	-
Recycled Water Phase 3 - Pipelines	2,497,527	-	-	-	-	-	-
Recycled Water Phase 3 - Reservoir	979,999	-	-	-	-	-	-
Reservoir Repair And Maintenance Program	5,849,999	-	-	1,960,000	-	-	6,680,000
San Luis Rey Mission Basin Groundwater Supply	77,500	-	-	-	-	-	8,500,000
Santa Fe II Inlet Pipeline	495,000	-	2,370,000	-	-	-	-
Santa Fe II Reservoir Site Electrical Improvements	149,999	(116,419)	-	-	-	-	-
SCADA Improvements	2,065,300	1,858,100	3,209,200	2,412,500	610,500	-	-
Tri-Agency Water Transmission Pipeline Replacement	6,455,002	(2,836,030)	2,836,030	-	-	-	-
Valley and Magnolia Complete Streets	71,000	-	-	-	-	-	-
Water Infrastructure Assessment Program	1,380,000	400,000	410,000	410,000	420,000	420,000	4,730,000
Water Loss Monitoring	349,999	-	50,000	100,000	100,000	100,000	1,000,000
Water Motorized Valve Install	485,000	-	-	-	-	-	-
Water Valve Repair/Replacement Program	5,989,998	930,000	940,000	960,000	960,000	960,000	10,760,000
Total Project Expenditures	79,247,977	(3,460,116)	19,620,730	15,589,500	6,644,500	5,270,000	80,605,000
ENDING FUND BALANCE	N/A	23,908,045	13,094,138	6,311,233	8,631,338	12,487,188	32,775,206

WATER REPLACEMENT - RECYCLED							
	PRIOR YEARS	YEAR 1 2021-22	YEAR 2 2022-23	YEAR 3 2023-24	YEAR 4 2024-25	YEAR 5 2025-26	YEAR 6-15 2027-2036
BEGINNING FUND BALANCE (1)	N/A	12,253,688	10,081,588	8,965,088	7,907,488	6,679,488	6,079,488
REVENUES							
Transfer from Recycled Water Operating Fund		-	-	-	-	-	-
Total Revenues	N/A	-	-	-	-	-	-
CAPITAL PROJECTS							
Carlsbad Water Recycling Facility (Encina Capital Projects)	2,231,710	1,460,000	315,000	320,000	310,000	200,000	2,500,000
CWRF Roof Replacement	-	225,000	-	-	-	-	-
Orion Center	2,660,000	55,600	-	-	-	-	-
Recycled Water Infrastructure Assessment Program	650,001	50,000	50,000	50,000	50,000	50,000	590,000
Recycled Water Pipeline Replacement	-	-	-	350,000	350,000	350,000	5,060,000
Recycled Water Valve & Appurtenance Replacement Program	260,000	-	120,000	-	120,000	-	1,330,000
SCADA Improvements	645,400	381,500	631,500	337,600	398,000	-	-
Total Project Expenditures	6,447,111	2,172,100	1,116,500	1,057,600	1,228,000	600,000	9,480,000
ENDING FUND BALANCE	N/A	10,081,588	8,965,088	7,907,488	6,679,488	6,079,488	(3,400,512)

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.

Transportation Development Act (TDA) – City street and bicycle projects can receive funding from Transportation Development Act sales tax receipts.

Traffic Impact Fees (TIF) – Developer Traffic Impact Fees are used for various street construction and improvement projects.



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.



APPENDICES

PLANNED MAJOR CAPITAL OUTLAY ITEMS FISCAL YEAR 2021-22

(Greater than \$10,000)

Department	Item Description	Quantity	One-Time Cost
Community Services	Tyler Court Apartments Elevator Replacement		119,797
	Community Services Subtotal		\$119,797
Golf Course	Monument Sign		25,000
	Large Rough Mower		60,000
	Landscape Improvements		23,000
	Golf Course Subtotal		\$108,000
Fire	Portable Radios	7	38,000
	Convert reserve ambulance for front line use	2	260,000
	Ambulance	2	580,000
	Fire Subtotal		\$878,000
Fleet Replacement	Fire: Brush Truck	1	481,824
	Fire: Ambulance	1	275,000
	Fire: Truck	1	867,000
	Fire: Truck	1	871,216
	Parks & Recreation: Senior Center Van	1	42,000
	Parks & Recreation: Trailer	2	29,876
	Parks & Recreation: Track Loader	1	66,263
	Parks & Recreation: Tractor	1	38,189
	Police: Sedan	7	262,740
	Police: Utility Hybrid	5	344,000
	Police: SUV	1	38,000
	Police: SUV with K9 Outfitting	1	80,000
	Police: Cargo Van	1	35,000
	Public Works: Truck	5	165,000
	Public Works: SUV	2	66,260
	Public Works: Van	1	32,000
	Public Works: Utility Truck	2	80,437
	Public Works: Asphalt Truck	1	175,000
	Public Works: Paint Striping Truck	1	419,000
	Public Works: Truck with Utility Lights & Rack	1	48,724
	Public Works: Portable Power Generator	1	34,305
	Public Works: Utility Truck with Crane	1	94,199
	Fleet Replacement Subtotal	39	\$4,546,033
Information Technology Replacement	Firewalls	2	33,506
	Routers	4	69,888
	Switches	2	196,339
	Information Technology Subtotal		\$299,733
Grand Total Major Capital Outlay			\$5,951,563

*Major Capital Outlay only includes items of \$10,000 or greater.

OUT OF STATE TRAVEL BUDGET FISCAL YEAR 2021-22

Travel Description	Employees	Destination	2021-22 Budget
General Fund			
City Council			
Legislative Meetings	2	Washington, D.C.	4,400
League of National Cities	2	TBD	4,400
City Council Total			\$8,800
City Treasurer			
Association of Public Treasurers of US & Canada	2	Henderson, NV	1,500
Government Investment Officers Association	2	Las Vegas, NV	1,500
City Treasurer Total			\$3,000
City Manager			
ICMA National Conference	2	Portland, OR	3,500
ICMA Regional Conference	2	TBD	2,750
Legislative Meetings	2	Washington, D.C.	3,550
City Manager Total			\$9,800
Administrative Services - Admin			
ICMA National Conference	1	TBD	5,000
Administrative Services-Admin Total			\$5,000
Finance			
Harris Conference	3	Las Vegas, NV	8,700
Tyler Connect (Energov - Business License) Conference	1	San Antonio, TX	3,300
Central Square (IFAS) conference	2	Las Vegas, NV	6,000
Finance Total			18,000
Police			
Out of State Homicide Investigations	TBD	TBD	2,500
Out of State Backgrounds Investigations	TBD	TBD	10,000
Police Total			\$12,500
Fire			
Final Inspections for 2 Type I Engines	4	Clintonville, WI	4,800
Final Inspection for Type III Brush Engine	3	TBD	4,000
Final Inspection for Rescue Ambulance	3	TBD	3,500
Final Inspection for 2 Rescue Ambulances	3	TBD	3,500
Fire Department Instructors Conference	4	Indianapolis, IN	6,000
Fire-Rescue International	3	Charlotte, NC	5,000
Fire Total			\$26,800
Community Development			
ICMA	1	Columbus, OH	2,900
Institute of Transportation Engineer	1	Portland, OR	2,500
ICC Educodes	1	Las Vegas, NV	2,200
NAHRO National Legislative Conference	2	Washington, D.C.	4,000
Community Development Total			11,600
Library & Cultural Arts			
LibLearnX (ALA)	1	San Antonio, TX	2,000
PLA	1	Portland, OR	2,000
COSUGI	1	TBD	2,000
American Alliance of Museums	1	Boston, MA	2,500
ALA Annual	1	San Antonio, TX	2,500
Library & Cultural Arts Total			11,000
Parks & Recreation			
CivicRec Summit	3	Manhattan, KS	3,000
Parks & Recreation Total			3,000
Public Works - General Fund			
National Adaptation Forum	1	Atlanta, GA	2,000
Public Works - General Fund			2,000
General Fund Subtotal			\$82,100

Travel Description	Employees	Destination	2021-22 Budget
Non-General Fund			
Community Development			
NAHRO National Legislative Conference	1	Washington, DC	2800
YARDI Software Forum	2	TBD	5,000
Community Development Total			7,800
Public Works - Environmental Management			
WasteCon/Expo	1	TBD	1,000
Resource Recycling Conference	1	TBD	1,000
Swanapalooza	1	TBD	1,000
Public Works - Environmental Management Total			3,000
Non General Fund Subtotal			\$10,800
Grand Total Out Of State Travel			\$92,900

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.

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 – 12-month period designated as the budget year. Carlsbad's fiscal year is 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. Two employees each working 1,000 hours equals 1.0 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 – Acceptable service levels that have been established for 11 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 are Fleet Maintenance, Information Systems, and Workers' Compensation.

Maintenance and Operations – 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.

ACRONYMS

ADA	– Americans with Disabilities Act
ADC	– Actuarial Determined Contributions
AED	– Automated External Defibrillator
APWA	– American Public Works Association
ARC	– Annual Required Contribution (CalPERS)
AWWA	– American Water Works Association
BIT	– Biannual Inspection of Terminals
BMP	– Barrio Master Plan
BTB	– Bridge and Thoroughfare Benefit District
CAFR	– Comprehensive Annual Financial Report
CalJac	– California Firefighters' Joint Apprenticeship Committee
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
CED	– Community and Economic Development
CEMAT	– Carlsbad Emergency Management Administration Team
CERT	– Community Emergency Response Team
CEQA	– California Environmental Quality Act
CFA	– Carlsbad Firefighters' Association
CFA	– Community Facilities District
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 Grant
CPMA	– Carlsbad Police Management Association
CPOA	– Carlsbad Police Officers' Association
CPR	– Cardiopulmonary Resuscitation
CSMFO	– California Society of Municipal Finance Officers
CST	– Crime Suppression Team
CTBID	– Carlsbad Tourism Business Improvement District
CWEA	– California Water Environment Association
CWRF	– Carlsbad Water Reclamation Facility
DOJ	– Department of Justice
DOT	– Department of Transportation
ECM	– Enterprise Content Management
EFT	– Electronic Funds Transfer
EIR	– Environmental Impact Report
EMS	– Emergency Medical Services
EOC	– Emergency Operations Center

ERP	– Enterprise Resource Planning
ESL	– English as a Second Language
EWA	– Encina Wastewater Authority
FEMA	– Federal Emergency Management Agency
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
GPS	– Global Positioning System
HA	– Hydrologic Area
HMP	– Habitat Management Plan
HOT	– Homeless Outreach Team
HPRM	– HP Records Manager
HR	– Human Resources
HUD	– Department of Housing and Urban Development
IDDE	– Illicit Discharge Direction and Elimination
IFAS	– Integrated Financial Accounting System
IRF	– Infrastructure Replacement Fund
ISF	– Internal Service Fund
IT	– Information Technology
ITE	– Institute of Transportation Engineers
JAG	– Juvenile Assistance Grant
JPA	– Joint Powers Authority
JURMP	– Jurisdictional Urban Runoff Management Plan
LAC	– Local Assistance Center
LCP	– Local Coastal Program
LMS	– Learning Management System
M&O	– Maintenance and Operations
MFF	– Major Facility Fee
MPA	– Masters in Public Administration
MS4	– Municipal Separate Storm Sewer
NAISCO	– National Association of Chief Information Officers
NFPA	– National Fire Protection Association
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
PW	–	Public Works
RFP	–	Request for Proposal
ROPS	–	Recognized Obligation Payment Schedule
ROW	–	Right of Way
SANDAG	–	San Diego Association of Governments
SCADA	–	Supervisory Control and Data Acquisition System
SDG&E	–	San Diego Gas and Electric
SEMAP	–	Section Eight Management Assessment Program
SFR	–	Single Family Residence
STEAM	–	Science, Technology, Engineering, the Arts, and Mathematics Program
SW	–	Storm Water
SWAT	–	Special Weapons Attack Team
SWPPP	–	Storm Water Pollution Prevention Plan
SWQMP	–	Storm Water Quality Management Program
TCBMP	–	Treatment Control Best Management Practices
TCMP	–	Traffic Control Management Plan
TDM	–	Transportation Demand Management
TIF	–	Traffic Impact Fee
TMDL	–	Total Maximum Daily Load
TOT	–	Transient Occupancy Tax, or hotel tax
UASI	–	Urban Areas Security Initiatives Program
UDC	–	Unified Disaster Council (of San Diego)
WQIP	–	Water Quality Improvement Plan