CITY COUNCIL Agenda

May 18, 2021, 3 p.m.

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

Welcome to Your City Council Meeting

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

How to watch

City cable channel
Charter Spectrum channel 24
AT&T U-verse channel 99.

City website
carlsbadca.gov/news/citytv.asp

Virtual meeting format

- Per California Executive Order N-29-20, and in the interest of public health and safety, we are temporarily taking actions to prevent and mitigate the effects of the COVID-19 pandemic by holding City Council and other public meetings online only.
- All public meetings will comply with public noticing requirements in the Brown Act and will be made accessible electronically to all members of the public seeking to observe and address the City Council.

How to participate

- **By phone:** Sign up at https://www.carlsbadca.gov/cityhall/clerk/meetings/default.asp by 2 p.m. the day of the meeting to provide comments live by phone. You will receive a confirmation email with instructions about how to call in.
- **In writing:** Email comments to clerk@carlsbadca.gov. Comments received by 2 p.m. the day of the meeting will be shared with the City Council prior to the meeting. When e-mailing comments, please identify in the subject line the agenda item to which your comments relate. All comments received will be included as part of the official record. **Written comments will not be read out loud.**
- These procedures shall remain in place during the period in which state or local health officials have imposed or recommended social distancing measures.

Reasonable accommodations

Persons with a disability may request an agenda packet in appropriate alternative formats as require by the Americans with Disabilities Act of 1990. Reasonable accommodations and auxiliary aids will be provided to effectively allow participation in the meeting. Please contact the City Manager's Office at 760-434-2821 (voice), 711 (free relay service for TTY users), 760-720-9461 (fax) or manager@carlsbadca.gov by noon on the Monday before the meeting to decide.

IN THE EVENT A QUORUM OF THE CITY COUNCIL LOSES ELECTRICAL POWER OR SUFFERS AN INTERNET CONNECTION OUTAGE THAT IS NOT CORRECTED WITHIN 15 MINUTES, THE MEETING WILL AUTOMATICALLY BE ADJOURNED. ANY ITEMS NOTICED AS PUBLIC HEARINGS WILL BE CONTINUED TO THE NEXT REGULARLY SCHEDULED MEETING OF THE CITY COUNCIL. ANY OTHER AGENDA ITEMS THE COUNCIL HAS NOT TAKEN ACTION ON WILL BE PLACED ON A FUTURE AGENDA.

More information about City Council meeting procedures can be found at the end of this agenda and in the Carlsbad Municipal Code chapter 1.20. *PLEASE NOTE: AS A RESULT OF THE WAIVERS IN EXECUTIVE ORDER N-29-20, THE BROWN ACT PERMITS FULL PARTICIPATION BY OFFICIALS IN MEETINGS THROUGH VIDEO OR AUDIO TELECONFERENCE.*

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

CALL TO ORDER:

ROLL CALL:

ANNOUNCEMENT OF CONCURRENT MEETINGS: None.

INVOCATION:

PLEDGE OF ALLEGIANCE:

APPROVAL OF MINUTES:

PRESENTATIONS:
Proclamation in Recognition of Public Works Week
Proclamation in Recognition of Building Safety Month
Acceptance of Donation from Carlsbad Library & Arts Foundation

PUBLIC REPORT OF ANY ACTION TAKEN IN CLOSED SESSION:

PUBLIC COMMENT: *The Brown Act allows any member of the public to comment on items not on the agenda. Please treat others with courtesy, civility, and respect. In conformance with the Brown Act and California Executive Order No. N-29-20, a total of 15 minutes is provided so members of the public may participate in the meeting by submitting comments as provided on the front page of this agenda. The City Council will receive comments as requested up to a total of 15 minutes in the beginning of the meeting. All other comments will be heard at the end of the meeting. In conformance with the Brown Act, no action can occur on these items.*

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

WAIVER OF ORDINANCE TEXT READING:
This is a motion to waive the reading of the text of all ordinances and resolutions at this meeting.

1. ANNUAL LEVY OF ASSESSMENTS WITHIN STREET LIGHTING AND LANDSCAPING DISTRICT NO. 1 SPECIAL ASSESSMENT DISTRICT – Adoption of a resolution initiating the proceedings, approving the preliminary Engineer's Report for fiscal year 2021-22 and setting a public hearing for July 13, 2021 for the Annual Levy of Assessments within Lighting and Landscaping District No. 1, a Special Assessment District. (Staff contact: Jason Rosado, Administrative Services Department)

2. ANNUAL LEVY OF ASSESSMENTS WITHIN STREET LIGHTING AND LANDSCAPING DISTRICT NO. 2 SPECIAL ASSESSMENT DISTRICT – Adoption of a resolution initiating the proceedings, approving the preliminary Engineer's Report for fiscal year 2021-22 and setting a public hearing for July 13, 2021 for the Annual Levy of Assessments within Lighting and Landscaping District No. 2, a Special Assessment District. (Staff contact: Jason Rosado, Administrative Services Department)

3. ANNUAL LEVY OF BENEFIT ASSESSMENTS FOR THE BUENA VISTA CHANNEL MAINTENANCE DISTRICT BENEFIT AREA NO. 1 – Adoption of a resolution authorizing the annual levy of benefit assessments for the Buena Vista Channel Maintenance District Benefit Area No. 1 for Fiscal Year 2021-22. (Staff contact: Jason Rosado, Administrative Services Department)

4. AGREEMENT FOR THIRD-PARTY ADMINISTRATION OF WORKERS' COMPENSATION CLAIMS TO ADMINSURE, INC. – Adoption of a resolution awarding an agreement for third-party administration of workers' compensation claims to AdminSure, Inc. (Staff contact: Debbie Porter and Judy von Kalinowski, Administrative Services Department)

5. SETTLEMENT OF THE WORKERS' COMPENSATION CLAIMS OF ARTHUR VIERA – Adoption of a resolution authorizing settlement of the workers' compensation claims of Arthur Viera. (Staff contact: Sarah Reiswig and Judy von Kalinowski, Administrative Services Department)

6. ACCEPTANCE OF A DONATION FROM THE CARLSBAD LIBRARY & ARTS FOUNDATION – Adoption of a resolution accepting a donation of $157,620 from the Carlsbad Library & Arts Foundation to the City of Carlsbad's Library & Cultural Arts Department. (Staff contact: Suzanne Smithson, Library & Cultural Arts)

7. APPROVE FISCAL YEAR 2021-22 ARTS & CULTURE MASTER PLAN INITIATIVES – Adoption of a resolution approving three additional Arts & Culture Master Plan initiatives in FY 2021-22. (Staff contact: Richard Schultz, Library & Cultural Arts)

ORDINANCES FOR INTRODUCTION: None.

ORDINANCES FOR ADOPTION: None.

PUBLIC HEARINGS: None.

DEPARTMENTAL AND CITY MANAGER REPORTS:

8. FISCAL YEAR 2021-22 PRELIMINARY BUDGET – 1) Receive a report and set a public hearing of June 8, 2021 for adoption of the Fiscal Year 2021-22 Operating Budget, Capital Improvement Program and Strategic Digital Transformation Investment Program and adoption of the Master Fee Schedule; and
   2) Adoption of a resolution approving the appropriation of General Fund reserves in fiscal year 2020-21 to pay down $10 million of the city's existing pension liability to the California Public Employees Retirement System (CALPERS), and the appropriation and transfer of $3.5 million from General Fund reserves to the Infrastructure Replacement Fund. (Staff contact: Laura Rocha and Ryan Green, Administrative Services)

   City Manager's Recommendation: Receive the report, set the public hearing and adopt the resolution.

9. COST OF SERVICE STUDY AND MASTER FEE SCHEDULE UPDATE – Receive a report with staff recommendations for fee updates based on the results of the Master Fee Schedule Cost of Service Study and provide guidance to staff for how to proceed. (Staff contact: Laura Rocha and Ryan Green, Administrative Services)

   City Manager's Recommendation: Receive the report and provide direction as appropriate.

10. CITY COUNCIL REGIONAL COMMITTEE ASSIGNMENT TO THE NORTH COUNTY DISPATCH JOINT POWERS AUTHORITY – Adopt a resolution confirming the mayoral appointment for the primary member to the North County Dispatch Joint Powers Authority. (Staff contact: Faviola Medina, City Clerk Services Department)

City Manager's Recommendation: Adopt the resolution.

COUNCIL COMMENTARY AND REQUESTS FOR CONSIDERATION OF MATTERS:

City Council Regional Assignments (Revised 1/12/21)

Matt Hall **Mayor**	North County Mayors and Managers Chamber of Commerce Liaison (primary) San Diego County Water Authority SANDAG Board of Directors (primary) City Council Legislative Subcommittee Economic Revitalization Subcommittee North County Homeless Action Committee
Keith Blackburn **Mayor Pro Tem – District 2**	Buena Vista Lagoon JPC Encina Joint Powers JAC Encina Wastewater Authority Board of Directors North County Dispatch Joint Powers Authority SANDAG Board of Directors (2nd alternate) SANDAG Shoreline Preservation Working Group (alternate) Carlsbad Municipal Code and City Council Policy Update Subcommittee
Priya Bhat-Patel **Council Member – District 3**	SANDAG Board of Directors (1st alternate) SANDAG Shoreline Preservation Working Group (primary) North County Transit District (primary) City/School Committee Clean Energy Alliance JPA (primary) League of California Cities – SD Division (alternate) Economic Revitalization Subcommittee
Cori Schumacher **Council Member – District 1**	Buena Vista Lagoon JPC Encina Joint Powers JAC Encina Wastewater Authority Board of Directors League of California Cities – SD Division North County Dispatch Joint Powers Authority (alternate) Carlsbad Municipal Code and City Council Policy Update Subcommittee North County Homeless Action Committee
Teresa Acosta **Council Member – District 4**	City/School Committee Chamber of Commerce Liaison (alternate) Encina Wastewater Authority Board of Directors (alternate) City Council Legislative Subcommittee Clean Energy Alliance JPA (alternate) North County Transit District (alternate)

PUBLIC COMMENT: Continuation of the Public Comments

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

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

CITY MANAGER COMMENTS:

CITY ATTORNEY COMMENTS:

ADJOURNMENT:

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

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

Visual Materials
Visual materials, such as pictures, charts, maps or slides, are allowed for comments on agenda items, not general public comment. Please contact the City Manager's Office at 760-434-2820 or manager@carlsbadca.gov to make arrangements in advance. All materials must be received by the City Manager's Office no later than noon the day before the meeting. The time spent presenting visual materials is included in the maximum time limit provided to speakers. All materials exhibited to the City Council during the meeting are part of the public record. **Please note that video presentations are not allowed.**

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

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

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

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

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

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

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

Other Reports
At the end of each meeting, City Council members and the city manager, city attorney and city clerk are given an opportunity to share information. This usually includes reports about recent meetings, regional issues, and recent or upcoming meetings and events.

City Council Actions

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

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

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

CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Jason Rosado, Assistant to the Treasurer
jason.rosado@carlsbadca.gov, 760-602-2473

Subject: Fiscal Year 2021-22 Preliminary Engineer's Report for the Annual Levy of Assessments within Street Lighting and Landscaping District No. 1, a Special Assessment District

District: All

Recommended Action
Adopt a resolution to approve the preliminary engineer's report for fiscal year 2021-22 and set the date for the public hearing for the annual levy of assessments within Street Lighting and Landscaping District No. 1 as July 13, 2021.

Executive Summary
The City Council's approval of this state-mandated report is needed to begin the processing of the annual levy of assessments within the city's Street Lighting and Landscaping District No. 1 for fiscal year 2021-22 under the procedures set forth in California Streets and Highways Code Sections 22620-22641.

Discussion
The City of Carlsbad Street Lighting and Landscaping District No. 1 funds the cost of operating and maintaining the city's street lighting system through assessments from each parcel in the city based on the special benefit received by each parcel.

This district includes the Street Tree Improvement Zone and the Median Landscaping Improvement Zone. The Street Tree Improvement Zone is not citywide, it includes only the properties within the city that have street trees within the public right-of-way areas. Its maintenance program provides scheduled tree trimming, treatment of damaged trees and emergency response to fallen trees within the public right of way. The Median Improvement Zone funds the cost of maintaining the street medians throughout the city. This improvement zone includes plant and tree maintenance care and structural replacement of the medians when necessary.

The district was formed under the terms of the California Streets and Highways Code Section 22500 et seq., known as the Landscaping and Lighting Act of 1972. This law requires a report by an engineer for each fiscal year for which assessments are to be levied and collected.

This report is to contain:

a) Plans and specifications for the improvements
b) An estimate of the costs of the improvements
c) A diagram of the assessment district
d) An assessment of the estimated costs of the improvements
e) If bonds or notes will be issued, an estimate of their principal amount

The report can be found as Attachment A to Exhibit 1.

A single-family residential parcel that benefits from the Street Lighting Improvement Zone, Street Tree Improvement Zone and Median Landscaping Improvement Zone will continue to have an anticipated assessment of $70.44 for fiscal year 2021-22.

Street Lighting and Landscaping District No. 1
proposed assessments for
the average single-family parcel

Improvement zone	Average assessments fiscal year 2021-22
Street lighting	$ 26.00
Street tree	36.10
Median landscaping	8.34
Total	**$ 70.44**

The rates have remained the same for the last 25 fiscal years because the district was formed without an allowable rate inflator. In addition, Proposition 218, a state law that placed restrictions on the financing of local government, would require a notice and ballot to be sent to each property owner who is to be assessed, followed by a public hearing, before assessment rates could be increased.

In addition to holding the public hearing, the City Council's adoption of the annual assessments is required for the district to continue to levy and collect assessments from property owners.

Staff will present a summarized report on the maintenance and operations of the district, which are detailed in the preliminary engineer's report attached as Exhibit 1, at the public hearing scheduled for July 13, 2021.

Options

The following options have been provided by staff for City Council's consideration:

1. Approve the preliminary engineer's report and set July 13, 2021, as the public hearing date for the annual levy of assessments.
   Pros
   - Annual assessments pay for the maintenance costs of the various improvements in the district

   Cons
   - None identified

2. Do not approve the report and do not levy assessments on property owners.
   Pros
   - None identified

   Cons
   - Assessments to property owners would not be levied and collected, which would result in an annual revenue loss of approximately $1,563,081 to the district
   - Funding in the amount of $1,563,081 from the city's General Fund would be needed to replace the loss of assessment revenue if improvements in the district are to be maintained at current service levels

Staff recommends option 1 recommended for the City Council's approval, approving the report presented and set the date for the public hearing for the annual levy of assessments to by July 13, 2021.

Fiscal Analysis

The actual total to be collected from property assessments is $1,563,081. A further funding breakdown of the three zones follows:

Funding source	Street lighting	Street trees	Medians	Total
Assessment collection	$740,993	$471,543	$350,545	$1,563,081
General benefit (General Fund)	113,051	0	0	113,051
Contributions from District #2	75,693	47,259	206,501	329,453
Miscellaneous revenue & interest earnings	63,000	0	0	63,000
Transfer from the General Fund	0	240,000	950,000	1,190,000
Amount from/(to) fund reserves	32,510	270,494	49,800	352,804
Total funding sources	$1,025,247	$1,029,296	$1,556,846	$3,611,389
Total cost estimate	$1,025,247	$1,029,296	$1,556,846	$3,611,389

The fiscal year 2021-22 Street Lighting and Landscaping District No. 1 total budget for the three zones is projected to be $3,611,389. It is anticipated that these budgets will be approved by the City Council with the city's fiscal year 2021-22 Operating Budget on June 22, 2021.

The Street Lighting Improvement Fund is projected to receive $63,000 in miscellaneous revenue and interest earnings. This amount includes the city's General Fund contribution of $28,000 to cover the operations and maintenance costs for the city street lights adjacent to city properties, since city-owned parcels are non-assessable on the County of San Diego tax rolls. It also includes interest earned on cash reserves of $35,000.

The city's Street Lighting and Landscaping District No. 2 will contribute the funds outlined above in order to cover the cost of maintaining the improvements within that district. These contributions are made because all costs for the city streetlights, street trees, and medians are charged through Street Lighting and Landscaping District No. 1. The contribution from District No. 2 is made to reimburse District No. 1 for those streetlight, street tree, and median landscaping costs attributable to District No. 2.

The city's General Fund will also contribute $113,051 to the Street Lighting Improvement Fund as "general benefit" assessments, as further described in the attached report. Any share of benefits received from an improvement that does not provide a special benefit to the assessed properties is considered a general benefit provided by the improvements. The cost of the general benefit is contributed by the city from the General Fund. The city has determined that there is no general benefit in the Street Tree Improvement Fund and the Median Landscaping Improvement Fund.

Total revenues and accumulated fund reserves in the Median Landscaping Improvement Fund and Street Trees Improvement Fund will not be sufficient to cover anticipated costs for the upcoming fiscal year. Beginning in fiscal year 2004-05, the General Fund began transferring funds to the Median Landscaping Improvement Fund to cover the fund's annual deficit. Staff propose making another transfer from the General Fund to the Median Landscaping Improvement Fund in the Fiscal Year 2021-22 Operating Budget in the amount of $950,000. Similarly, fiscal year 2021-22 is the twelfth year in which a transfer from the General Fund to the Street Trees Improvement Fund will be required. Staff propose a transfer of $240,000 from the General Fund to the Street Trees Improvement Fund for fiscal year 2021-22.

Next Steps

With the City Council's approval, the Finance Department will work with the city's contracted assessment engineer to complete the final report for fiscal year 2021-22 to be presented at the public hearing for the adoption of the annual levy of assessments to be held on July 13, 2021.

Environmental Evaluation

In keeping with California Public Resources Code Section 21065, this action does not constitute a "project" within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment and therefore does not require environmental review.

Public Notification and Outreach

Public notice of this item was posted in keeping with the state's Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, INITIATING THE PROCEEDINGS, APPROVING THE PRELIMINARY ENGINEER'S REPORT FOR FISCAL YEAR 2021-22 AND SETTING A PUBLIC HEARING FOR JULY 13, 2021 FOR THE ANNUAL LEVY OF ASSESSMENTS WITHIN LIGHTING AND LANDSCAPING DISTRICT NO. 1, A SPECIAL ASSESSMENT DISTRICT

WHEREAS, the City Council of the City of Carlsbad, California previously formed a special assessment district pursuant to the terms of the Landscaping and Lighting Act of 1972 (Division 15, Part 2 of the State Streets and Highways Code, commencing with Section 22500), known and designated as City of Carlsbad Street Lighting and Landscaping District No. 1 ("Assessment District"); and

WHEREAS, the Assessment District is an existing assessment district in which assessments are not proposed to be increased as defined by Article XIIID of the California Constitution (Proposition 218) and the Proposition 218 Omnibus Implementation Act (California Government Code Section 53750 et seq.), and is therefore exempt from the procedures and requirements pursuant to California Constitution Article XIIID § 5, subdivision (a); and

WHEREAS, the City Council wishes to initiate proceedings to provide for the annual levy of assessments for the next ensuing fiscal year to provide for the annual costs for maintenance of improvements, defined as existing street lighting, median landscaping and street trees ("Improvements"), within the Assessment District; and

WHEREAS, a preliminary Engineer's Report (the "Report") has been prepared and is presented to the City Council and is attached as Attachment A, as required by law, and the City Council is desirous of continuing with the proceedings for the annual levy; and

WHEREAS, the improvements to be maintained shall consist of all originally designated and authorized improvements, as well as certain new and additional improvements; and

WHEREAS, the City Council has carefully examined and reviewed the Report as presented, and is satisfied with each and all of the items and documents as set forth within it, and is satisfied that the

assessments, on a preliminary basis, have been distributed in accordance with the benefits received from the improvements to be maintained, as set forth in the Report.

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

1. That the above recitations are true and correct.
2. That the public interest and convenience requires, and it is the intention of this legislative body to levy and collect assessments to pay the annual costs and expenses for the maintenance and/or servicing of the Improvements for the Assessment District, with the Improvements generally described as follows: the maintenance of certain street lighting improvements, street trees, and median landscaping improvements, as set forth and described in the Report. The proposed new improvements to be maintained and serviced caused generally by new development within the Assessment District are described as follows: the maintenance of certain additional street lighting improvements and additional landscaping improvements, including replacement of street trees and median landscaping improvements, all as set forth and described in the Report.
3. That said improvements are of direct benefit to the properties within the boundaries of the Assessment District, which the legislative body previously declared to be the area benefited by the improvement, as identified and referenced in the boundary map previously approved by the City Council, a copy of which is on file in the office of the City Clerk and open for public inspection, and which is designated by the name of this Assessment District.
4. That the Improvements are referred to Harris & Associates, who is directed to make and file the Report generally containing the following:

    A. Plans and specifications describing the general nature, location and extent of the Improvements within the Assessment District;

B. A diagram for the Assessment District, showing the area and properties proposed to be assessed;

C. An estimate of the cost of the maintenance and/or servicing of the Improvements for the Assessment District for the Fiscal Year commencing July 1, 2021 and ending June 30, 2022;

D. An assessment of the estimated costs of the maintenance and/or servicing, assessing the net amount upon all assessable lots and/or parcels within the Assessment District in proportion to the benefits received.

5. That the Report, as presented, is approved on a preliminary basis, and is ordered to be filed in the office of the City Clerk as a permanent record and to remain open to public inspection. Reference is made to the Report for a full and detailed description of the improvements to be maintained, the boundaries of the Assessment District and any zones therein, and the proposed assessments upon assessable lots and parcels of land within the Assessment District. All Street Lighting Improvement Zone, Street Tree Improvement Zone and Median Landscaping Improvement Zone assessments are to remain the same as the previous year and all new assessments added to the tax roll will be calculated at the same unit rates as the previous year.

6. Notice is hereby given that a public hearing is scheduled at the regular time and in the regular meeting place of the City Council on the following date:

Tuesday, July 13, 2021

At that time this legislative body will hear protests or objections in reference to the annual levy of assessments and to any other matters contained in this resolution. Any persons who wish to object to the proceedings or the annual levy should file a written protest with the City Clerk prior to the time set for the public hearing. If there is a

majority protest against the levy of an annual assessment that is increased from the previous year, the proposed increase in the assessments shall be abandoned. A majority protest exists if, upon the conclusion of the hearing, written protests filed and not withdrawn, represent property owners owning more than 50% of the assessable area of land within the Assessment District.

7. That the City Clerk is authorized and directed to give notice as required by law by causing a copy of this Resolution to be published in a newspaper of general circulation within the City of Carlsbad not less than 10 days prior to the date set for the public hearing.

8. For any and all information relating to these proceedings, including information relating to protest procedure, your attention is directed to the persons designated below:

CITY OF CARLSBAD, CITY CLERK
1200 CARLSBAD VILLAGE DRIVE, CARLSBAD, CA 92008

and

ANNA TAN-GATUE, PROJECT MANAGER
HARRIS & ASSOCIATES
TELEPHONE: (800) 827-4901 EXT. 2344

Owners of property within the Assessment District may mail written protests to the following address:

CITY OF CARLSBAD, CITY CLERK
1200 CARLSBAD VILLAGE DRIVE, CARLSBAD, CA 92008

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

CITY OF CARLSBAD

PRELIMINARY ENGINEER'S REPORT
FISCAL YEAR 2021-22
STREET LIGHTING AND LANDSCAPING DISTRICT NO. 1

April 29, 2021

PREPARED BY

Harris & Associates

Anna Tan-Gatue, P.E.
R.I.E. 14356 Exp. 06/30/21
www.WeAreHarris.com

DRAFT

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INTRODUCTION

This report constitutes the Engineer's Report for City of Carlsbad Street Lighting and Landscaping District No. 1 ("Assessment District") and was prepared at the Direction of the Carlsbad City Council pursuant to the requirements of the Landscaping and Lighting Act of 1972, being Division 15, Part 2 of the Streets and Highways Code of the State of California, commencing with Section 22500 ("Act").

The report applies to Fiscal Year 2021-22 commencing July 1, 2021 and ending on June 30, 2022 ("Fiscal Year"). The report has been prepared in three parts corresponding to the three special improvement zones within the Assessment District; Street Lighting, Street Trees and Median Landscaping. Pursuant to the requirements of the Act, each part contains the following four components:

1. PLANS AND SPECIFICATIONS FOR THE IMPROVEMENTS. The plans and specifications describe the general nature, location and extent of the improvements to be maintained.
2. A DIAGRAM FOR THE ASSESSMENT DISTRICT. The diagram shows the exterior boundaries of the Assessment District, the boundaries of the specified improvement zone within the Assessment District, and the lines and dimensions of each lot or parcel within the District. Each lot or parcel is identified by a distinctive number or letter. The lines and dimensions of each lot conform to those shown on the San Diego County Assessor's maps. For purposes of clarity, only a generalized diagram is included within the report. The detailed assessment diagram is on file at the city's Public Works Department.
3. AN ESTIMATE OF THE COSTS OF THE IMPROVEMENTS. The estimate of costs of the improvements contains estimates for the following:
    a. The total cost of maintaining and servicing the improvements for the specified improvement zone including all incidental expenses for the fiscal year.
    b. The amount of any surplus or deficit in the improvement fund to be carried over from the preceding fiscal year.
    c. The amount of any contributions to be made from sources other than assessments levied pursuant to the Assessment District.
    d. The amount, if any, of the annual installment for the fiscal year where the City Council has ordered an assessment for the estimated cost of any improvements to be levied and collected in annual installments.
    e. The net amount to be assessed upon assessable lands within the Assessment District, being the total improvement costs referred to in sub-section a, increased or decreased, as the case may be, by any of the amounts referred to in sub-sections b, c or d.
4. AN ASSESSMENT OF THE ESTIMATED COSTS OF THE IMPROVEMENTS. The assessment shall refer to the new fiscal year and shall do all of the following:
    a. State the net amount to be assessed upon the assessable lands within the Assessment District.

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b. Describe each assessable lot or parcel of land within the Assessment District. Due to the large number of parcels within the Assessment District, the city uses the assessor's parcel number from San Diego County records assessment rolls for a description of the lots. A copy of the assessment roll including such description is kept on file at the city's Finance Department.

c. Assess the net amount upon all assessable lots or parcels of land within the Assessment District by apportioning that amount among the several lots or parcels in proportion to the estimated benefits to be received by each lot or parcel from the improvements.

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PART 1 – STREET LIGHTING IMPROVEMENT ZONE

PLANS AND SPECIFICATIONS

The improvement work consists of maintenance and servicing of the 7,364 street lights within the boundaries of the Assessment District including all supporting poles, mast arms, pull boxes, wiring, conduits and other appurtenances. The total number of street lights maintained and serviced includes approximately 283 streetlights that were repaired during the previous Fiscal Year. The general location of the street light improvements are as shown on the city's full-scale map titled "Street Lighting Improvement Zone and Lighting Facilities Location Diagram for Fiscal Year 2021-22" on file at the city's Public Works Department. A reduced copy of the map is included as Figure 1 in this report.

DIAGRAM OF THE ASSESSMENT DISTRICT

The diagram of the Assessment District is as shown on the city's full scale map titled "Street Lighting Improvement Zone and Lighting Facilities Location Diagram for Fiscal Year 2021-22" on file at the city's Public Works Department. A reduced copy of the map is included as Figure 1 in this report. The lines and dimensions of each lot or parcel within the Street Lighting Improvement Zone and the distinctive assessor's parcel number are shown on the San Diego County Assessor's map which is also on file at the city's Public Works Department.

ESTIMATED COST OF THE IMPROVEMENTS

The estimated total cost of maintaining and servicing the city's inventory of public street lighting improvements is $1,025,247.

The estimated total cost includes the furnishing of all services and materials for the ordinary and usual operation, maintenance and servicing of installed streetlights and the provision of electric current. For budgetary purposes, the costs are segregated into two categories of Personnel, and Maintenance and Operations. These two categories include the following services and expenditures:

> City staff assigned to Street Lighting services, city administration (updating expenditures and segregation of the assessments), engineering and legal expenses, coordination between residents and city staff for the maintenance of city street lights, providing expertise to city inspectors during inspection of lighting systems, coordinating underground service alert mark-outs for various city departments, performing mark-outs for street light systems, maintaining as-built records of city street light system for future maintenance, updating of the street lighting mapping and inventory database, performing routine night surveillance, checking proposed improvement plans for conformance with city standards regarding street lights, coordinating with Planning, Transportation, Traffic and Engineer's of Work to ensure that departmental needs are met, the provision of electrical current and the cost for purchase of capital equipment and new street light facilities.

The following table shows the breakdown of the estimated total costs into the two budgetary categories.

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TOTAL ESTIMATED FY 2021-22 STREET LIGHTING MAINTENANCE & SERVICE COSTS

Personnel	$197,769
Maintenance & Operations	$827,478
Total Cost Estimate	**$1,025,247**

The net assessable amount to be levied upon the assessable lands within the Assessment District is $740,993. This amount is derived by subtracting the amounts of the current improvement fund surplus and contributions from other funding sources from the total cost estimate. The following table shows how the net assessable amount is derived:

FY 2021-22 NET ASSESSABLE AMOUNT – STREET LIGHTING MAINTENANCE

Total Cost Estimate	$1,025,247
Less:	
Contribution for Services to Public Parcels	$28,000
Contribution from LLD No. 2	$75,693
General Benefit Contribution	$113,051
Interest Earned	$35,000
Misc Revenues	$0
Projected Fund Balance from Previous Fiscal Year	$2,799,142
Plus:	
Estimated Fund Reserve at end of Fiscal Year	$ 2,766,632
Net Assessable Amount	**$ 740,993**

The contribution for services to public parcels has been estimated at $28,000. This contribution is made since public parcels are non-assessable on the County tax rolls. The city's General Fund will contribute $113,051.

Any share of the benefits received from an improvement that does not provide a special benefit to the assessed properties is considered to be a general benefit provided by the improvements. The cost of such general benefit is not to be assessed to the properties in the Assessment District, but instead is contributed by the city from the city's General Fund. For street lighting the city has determined that general benefit is derived exclusively along the city's arterial roads. The amount of general benefit is established by multiplying the number of arterial street lights by the difference between the average annual cost to maintain a light on an arterial street and a local street. The table on the following page shows the calculation of the cost estimate for general benefit for Street Lights.

COST ESTIMATE FOR GENERAL BENEFIT
STREET LIGHT SUMMARY PER SAN DIEGO GAS & ELECTRIC CO.

Lamp Size (Watts)	Number Lights	Monthly Rate	Monthly Amount	Annual Amount	Annual Cost per	General Benefit
Low wattage lights for collector streets:						
40	4,846	$2.51	$12,163.46	$145,961.52	$30.12	$0.00
Subtotal-1	**4,846**			**$145,961.52**		**$0.00**
High wattage lights for arterial streets:						
70	103	$4.29	$441.87	$5,302.44	$51.48	$2,200.08
85	43	$5.27	$226.61	$2,719.32	$63.24	$1,424.16
100	2,344	$6.28	$14,720.32	$176,643.84	$75.36	$106,042.56
150	15	$9.41	$141.15	$1,693.80	$112.92	$1,242.00
200	0	$12.53	$0.00	$0.00	$150.36	$0.00
250	13	$16.24	$211.12	$2,533.44	$194.88	$2,141.88
Subtotal-2	**2,518**			**$188,892.84**		**$113,050.68**
Total	**7,364**			**$334,854.36**		**$113,050.68**

General Benefit =	**$113,050.68**
FY 2021-22 Lighting Budget Amount	$1,025,247
FY 2021-22 Public Parcel Contribution	$28,000
Total Est. Cost Less Public Parcel Contribution*	**$997,247**
General Benefit Percentage	11.34%

* Based on preliminary budget estimates

AN ASSESSMENT OF THE ESTIMATED COSTS OF THE IMPROVEMENTS

The lighting and the orderly circulation of traffic directly benefit the developments within the District. The improvements and annexation into the Street Lighting Zone are required for the approval of, and as a consequence of, new development, and thus benefit the respective developments. The lighting is of benefit to abutting parcels as it provides increased property protection, personal safety, visibility, traffic safety, and enhances those areas fronting upon the illuminated street.

All of the parcels within the Assessment District are located within the City of Carlsbad and are approved developments or are in the final stages of obtaining approval for a proposed development. As a condition of approval, the developer is required by the city to provide certain standard street lighting for the entire area within the development and pay the energy costs for the initial 18-month period. The units in a development are assessed the following fiscal year after the street lights are energized.

Two Zones of benefit have been created within the citywide Street Lighting Zone as follows:

Zone 1 – City owned and maintained street lights

Zone 2 – Undeveloped property – non-benefiting, not assessed

Zone 1 consists of the following eight sub-codes.

CODE A1*	Street lights at intersections only (residential)
CODE B1*	Street lights at intersections and mid-block (residential)
CODE C1*	Street light spacing at current city engineering standards (residential)
CODE D1*	City owned street lights on surrounding streets, private lighting within the development (single-family residential, only adjacent city lights will be calculated for code assessment cost)
CODE E2**	Street light spacing at current city standard, condos and apartment buildings, ten units and above
CODE F2**	Street light spacing at current city standard, commercial and industrial parcels
CODE G2**	Special lighting and spacing standard, downtown redevelopment area
CODE H1***	Street light spacing at current city standard, time shares only

* The unit rate of assessment for these codes was based on equal shares of cost of maintenance and operation of the total lights within each code at the time of formation.

** The unit rate of assessment for these codes at the time of formation was based on the share of cost of maintenance and operation of total lights as determined by front footage percentage of each parcel in relation to total footage within each code.

*** The unit rate of assessment for this code at the time of formation was based on a flat rate per unit.

The method of assessment for codes within Zone 1 is based on units as shown in the following table. In the case of codes A1, B1, C1, and D1, a residential dwelling is equal to one benefit unit. In Code E2 condominium dwelling units or apartment buildings with ten units and above are assigned units based on the front footage of these developments. In Code F2 commercial and industrial parcels are assigned units based on the front footage of these developments. Code G2 includes the downtown redevelopment area and units in this code are also based on front footage. Code H1 only includes time share units, which are all assigned the same cost per unit.

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METHOD OF ASSESSMENT FOR STREET LIGHTING

Street Lighting Code	Benefit Unit
A1, B1, C1, D1	Residential dwelling unit = one benefit unit
E2, F2, G2	Commercial, residential and redevelopment area = one front foot of street frontage = one benefit unit
H1	Time shares = $0.20 per weekly unit

The Street Lighting Zone assessments will not increase in Fiscal Year 2021-22, and will remain at the same unit rates as assessed in the last 25 fiscal years. All new assessors' parcels, which by petition of the property owner(s) have been added to the Street Lighting Zone, will be calculated at the same unit rates as used in the last 25 fiscal years.

The rate per assessment unit for Fiscal Year 2021-22 in each of the eight codes is shown in the following table.

STREET LIGHTING ASSESSMENT UNIT RATES

Street Lighting Code	Rate per Unit
A1	$14.84 / Unit
B1	$23.94 / Unit
C1	$26.00 / Unit
D1	$6.90 / Unit
H1	$0.20 / Unit
E2	$0.372765 / Foot
F2	$0.580858 / Foot
G2	$2.690464 / Foot

For specific assessment on each parcel, reference is made to the Assessment Roll on file in the city's Finance Department, which is incorporated herein by this reference as though set forth in full.

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PART 2 – STREET TREE IMPROVEMENT ZONE

PLANS AND SPECIFICATIONS

The existing number of trees within the public right of way that the city has maintenance responsibility for is approximately 11,928 trees. The work consists of maintenance to all the city accepted and inventoried trees within the public right-of-ways. Tree maintenance includes planting, canopy pruning, root pruning, removing and replacing. The district annually responds to approximately 600 street tree requests/work orders and provides storm or other emergency assistance as necessary. The district also funds a Block Pruning Program where every tree within the district is inspected/pruned on a 4 – 4 ½ year cycle and selective genus (e.g. Eucalyptus, Ficus, Podocarpus, Pyrus, Washingtonia) are also pruned on a supplemental 2 - 2 ¼ year cycle. The general location of the street tree improvements are as shown on the city's full-scale map titled "Street Tree Improvement Zone Location Diagram for Fiscal Year 2021-22" on file at the city's Public Works Department. A reduced copy of the map is included as Figure 2 in this report.

DIAGRAM OF THE ASSESSMENT DISTRICT

The diagram of the Assessment District is as shown on the city's full-scale map titled "Street Tree Improvement Zone Location Diagram for Fiscal Year 2021-22" on file at the city's Public Works Department. A reduced copy of the map is included as Figure 2 in this report. The lines and dimensions of each lot or parcel within the Street Tree Improvement Zone and the distinctive assessor's parcel number are shown on the San Diego County Assessor's map which is also on file at the city's Public Works Department.

ESTIMATE OF THE COST OF THE IMPROVEMENTS

The estimated total cost of maintaining and servicing the city's inventory of public street tree improvements is $1,029,296.

The estimated total cost includes the furnishing of all services and materials for the ordinary and usual maintenance and servicing of street trees. For budgetary purposes, the costs are segregated into two categories of Personnel and Maintenance and Operations. These two categories include the following services and expenditures:

City staff assigned to Street Tree services, city administration (updating expenditures and segregation of the assessments), engineering and legal expenses, coordination between citizens and city staff for the maintenance of city street trees, providing expertise to city inspectors during inspection of the trees, maintaining as-built records of city street tree system for future maintenance, updating of the street tree mapping and inventory database, checking proposed improvement plans for conformance with city standards regarding street trees, coordinating with Planning, Transportation, Traffic, Park Maintenance and Engineer's of Work to ensure that departmental needs are met, the provision of supplies such as pesticides, fertilizer, and water, and the cost for purchase of capital equipment and new/replacement street trees.

The following table shows the breakdown of the estimated total costs into the two budgetary categories.

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TOTAL ESTIMATED FY 2021-22 STREET TREE MAINTENANCE & SERVICE COSTS

Personnel	$319,634
Maintenance & Operations	$709,662
Total Cost Estimate	**$1,029,296**

The net assessable amount to be levied upon the assessable lands within the Assessment District is $471,543. This amount is derived by subtracting the amounts of the current improvement fund surplus and contributions from other funding sources from the total cost estimate. The following table shows how the net assessable amount is derived:

FY 2021-22 NET ASSESSABLE AMOUNT – STREET TREE MAINTENANCE

Total Cost Estimate	$1,029,296
Less:	
Contribution from LLD No. 2	$47,259
Projected Fund Balance from Previous Fiscal Year	$279,318
General Fund Transfer	$240,000
Plus:	
Estimated Fund Reserve at end of Fiscal Year	$8,824
Net Assessable Amount	**471,543.00**

Any share of the benefits received from an improvement that does not provide a special benefit to the assessed properties is considered to be a general benefit provided by the improvements. The cost of such general benefit is not to be assessed to the properties in the Assessment District, but instead is contributed by the city from the city's General Fund. For street trees, the city has determined that there is no general benefit.

AN ASSESSMENT OF THE ESTIMATED COSTS OF THE IMPROVEMENTS

The existing number of trees within the public right of way that the city only has maintenance responsibility for is approximately 11,928 trees.

Street trees that are in the street right-of-way are generally located between the curb and sidewalk and/or property line in the areas of the city as shown in Figure 2. Each property within the Street Tree Improvement Zone receives approximately the same degree of benefit to their property. Therefore, staff established a benefit formula in which each zoned parcel is given an equivalent dwelling unit (EDU) based on the average size of a single-family residential lot in the City of Carlsbad (7,500 square feet or 0.17 acres). Thus, each single-family parcel is given an EDU of 1.0, while most other parcels, as shown on the following table, are given assessments based on acreage to establish an EDU value based on the following formula: Acreage of parcel divided by 0.17 acres = EDUs. This formula was approved by City Council at the June 6, 1989 regular meeting.

STREET TREE BENEFIT UNITS AND LAND USE CODES

BEN. UNITS	L.U. CODE	LAND USE DESCRIPTION	BEN. UNITS	L.U. CODE	LAND USE DESCRIPTION
Formula	00	Unzoned	1.0	50	Vacant irrigated
			1.0	51	Citrus
.1/DU	07	Timeshare	1.0	52	Avocados
.1/DU	09	Mobile home	1.0	53	Vines
1.0	10	Vacant residential	1.0	54	Misc. trees
1.0	11	Single-family residence	1.0	55	Livestock
.5/DU	12	Duplex or double	1.0	56	Poultry
.1/DU	13	Res. 2-4 units/2 houses	1.0	57	Misc. irrigated crops
.1/DU	14	Res. 5-15 units	1.0	58	Growing houses
.1/DU	15	Res. 16-60 units	1.0	59	Special/misc. irrigated
.1/DU	16	Res. 61 units and up			
.1/DU	17	Condominium	1.0	61	Non-irrigated 1-10 AC
.1/DU	18	Co-op	1.0	62	Non-irrigated 11-40 AC
.1/DU	19	Misc. residential	1.0	63	Non-irrigated 41-160 AC
			1.0	64	Non-irrigated 161-360 AC
Formula	20	Vacant commercial	1.0	65	Non-irrigated 361 & up AC
Formula	21	1-3 story misc. store bldgs.			
Formula	22	4 story & up office/store	0.0	70	Vacant institutional
Formula	23	Regional shopping ctr.	0.0	71	Church
Formula	24	Community shopping ctr.	0.0	72	Church parking/related
Formula	25	Neighborhood shopping ctr.	0.0	73	Cemetery
Formula	26	Hotel, motel	0.0	74	Mausoleum
Formula	27	Service station	0.0	75	Mortuary
Formula	28	Med., dental, animal hospital			
Formula	29	Con. Hospital, rest home	Formula	77	Hospital
			Formula	79	Spec./misc. institutional
Formula	30	Office condominiums			
Formula	31	Parking lot, garage, used cars	Formula	80	Vacant recreational
Formula	32	Trailer park	Formula	81	Meeting hall, gym
Formula	33	Theater	Formula	82	Golf course
Formula	34	Bowling alley	Formula	83	Marine, dock
Formula	35	Restaurant	Formula	84	Recreational camps
Formula	36	Car wash	0.0	85	Non-tax recreational
Formula	37	Large chain grocery/drug	0.0	86	Open space easements
Formula	38	Auto sales/service agency	0.0	87	Agr. Preserve (no contract)
Formula	39	Misc. comm., radio stn., bank	0.0	88	Agr. Preserve (contract)
			Formula	89	Spec./misc. recreational
Formula	40	Vacant industrial			
Formula	41	Factory – light manufacturer	0.0	90	Vacant tax. Govt. property
Formula	42	Factory – heavy manufacturer			
Formula	43	Warehouse – proc. Or stor.			
Formula	44	Bulk storage (tanks, etc.)			
Formula	45	Extractive & mining			
Formula	46	Small automotive garage			
Formula	47	Industrial condos			
Formula	49	Spec./misc. industrial			

Formula: *If acres < .20, then* Benefit Units (BU) = 1.0, otherwise BU = 5.9 x Acres (i.e. Acres/0.17)

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The Street Tree Improvement Zone assessments will not increase in Fiscal Year 2021-22, and will remain at the same unit rate of $36.10 per EDU as assessed in the last 25 fiscal years. All new assessor's parcels, that by petition of the property owner(s) have been added to the Street Tree Improvement Zone, will be calculated at the same unit rate as used in the last 25 fiscal years.

This unit assessment is applied to 14,531 parcels in the Street Tree Improvement Zone. The total number of EDUs for these parcels amounts to approximately 13,063.40 EDUs. The revenue generated by these parcels amounts to $471,543.18. For the specific assessment on each parcel, reference is made to the Assessment Roll at the city's Finance Department, which is incorporated herein by this reference as though set forth in full.

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PART 3 – MEDIAN LANDSCAPING IMPROVEMENT ZONE

PLANS AND SPECIFICATIONS

The Street Median program provides landscape maintenance and litter collection to all city-controlled medians, parkways and downtown village landscaped areas. It includes maintenance on approximately 68 acres of landscaped medians and 9 acres of parkways, flower baskets, planter boxes and other landscaped pockets. Maintenance includes trash pick-up, weed control, pruning, planting, pesticide/fertilizer application, removals, replanting, irrigation-including repairs and adjustments, and hardscape cleaning. Contractual operations provide for the routine maintenance of each of the described areas. The general location of the median landscaping improvements are as shown on the city's full scale map titled "Street Median Improvement Zone and Median Facilities Location Diagram for Fiscal Year 2021-22" on file at the city's Public Works Department. A reduced copy of the map is included as Figure 3 in this report.

DIAGRAM OF THE ASSESSMENT DISTRICT

The diagram of the Assessment District is as shown on the city's full scale map titled "Street Median Improvement Zone and Median Facilities Location Diagram for Fiscal Year 2021-22" on file at the city's Public Works Department. A reduced copy of the map is included as Figure 3 in this report. The lines and dimensions of each lot or parcel within Median Landscaping Improvement Zone and the distinctive assessor's parcel number are shown on the San Diego County Assessor's map which is also on file at the city's Public Works Department.

ESTIMATE OF THE COST OF THE IMPROVEMENTS:

The estimated total cost of maintaining and servicing the city's inventory of public street median improvements is $1,556,846.

The estimated total cost includes the furnishing of all services and materials for the ordinary and usual maintenance and servicing of the median landscaping. For budgetary purposes, the costs are segregated into two categories of Personnel and Maintenance and Operations. These two categories include the following services and expenditures:

City staff assigned to Median Landscaping services, city administration (updating expenditures and segregation of the assessments), engineering and legal expenses, coordination between citizens and city staff for the maintenance of city medians, providing expertise to city inspectors during inspection of the medians, maintaining as-built records of city street median system for future maintenance, updating of the median mapping and inventory database, checking proposed improvement plans for conformance with city standards regarding medians, coordinating with Planning, Transportation, Traffic, Parks Maintenance and Engineer's of Work to ensure that departmental needs are met, the provision of supplies such as pesticides, fertilizer, and water, and the cost for purchase of capital equipment and refurbishment of the medians.

The following table shows the breakdown of the estimated total costs into the two budgetary categories.

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TOTAL ESTIMATED FY 2021-22 MEDIAN LANDSCAPING MAINTENANCE & SERVICE COSTS

Personnel	$298,624
Maintenance & Operations	$1,258,222
Total Cost Estimate	**$1,556,846**

The net assessable amount to be levied upon the assessable lands within the Assessment District is $350,545. This amount is derived by subtracting the amounts of the current improvement fund surplus and contributions from other funding sources from the total cost estimate. The following table shows how the net assessable amount is derived:

FY 2021-22 NET ASSESSABLE AMOUNT – MEDIAN MAINTENANCE

Total Cost Estimate	$1,556,846
Less:	
LLD #2 Contribution	$206,501
Projected Fund Balance from Previous Fiscal Year	$82,458
General Fund Transfer	$950,000
Plus:	
Estimated Fund Reserve at end of Fiscal Year	$32,658
Net Assessable Amount	**$350,545**

Any share of the benefits received from an improvement that does not provide a special benefit to the assessed properties is considered to be a general benefit provided by the improvements. The cost of such general benefit is not to be assessed to the properties in the Assessment District, but instead is contributed by the city from the city's General Fund. For median landscaping, the city has determined that there is no general benefit.

AN ASSESSMENT OF THE ESTIMATED COSTS OF THE IMPROVEMENTS

This service generally benefits all parcels and residents within the city boundaries. Thus, all parcels in the city boundary share in the cost of median maintenance using the same EDU formula as in effect for the Street Tree Improvement Zone. City staff established the benefit formula in which each zoned parcel is given an equivalent dwelling unit (EDU) based on the average size of a single-family residential lot in the City of Carlsbad (7,500 square feet or 0.17 acres). Thus, each single-family parcel is given an EDU of 1.0, while most other parcels, as shown on the following table, are given assessments based on acreage to establish an EDU value based on the following formula: Acreage of parcel divided by 0.17 acres = EDUs. This formula was approved by City Council at the June 6, 1989 regular meeting.

LANDSCAPE MAINTENANCE BENEFIT UNITS AND LAND USE CODES

BEN. UNITS	L.U. CODE	LAND USE DESCRIPTION	BEN. UNITS	L.U. CODE	LAND USE DESCRIPTION
Formula	00	Unzoned	1.0	50	Vacant irrigated
			1.0	51	Citrus
.1/DU	07	Timeshare	1.0	52	Avocados
.1/DU	09	Mobile home	1.0	53	Vines
1.0	10	Vacant residential	1.0	54	Misc. trees
1.0	11	Single-family residence	1.0	55	Livestock
.5/DU	12	Duplex or double	1.0	56	Poultry
.1/DU	13	Res. 2-4 units/2 houses	1.0	57	Misc. irrigated crops
.1/DU	14	Res. 5-15 units	1.0	58	Growing houses
.1/DU	15	Res. 16-60 units	1.0	59	Special/misc. irrigated
.1/DU	16	Res. 61 units and up			
.1/DU	17	Condominium	1.0	61	Non-irrigated 1-10 AC
.1/DU	18	Co-op	1.0	62	Non-irrigated 11-40 AC
.1/DU	19	Misc. residential	1.0	63	Non-irrigated 41-160 AC
			1.0	64	Non-irrigated 161-360 AC
Formula	20	Vacant commercial	1.0	65	Non-irrigated 361 & up AC
Formula	21	1-3 story misc. store bldgs.			
Formula	22	4 story & up office/store	0.0	70	Vacant institutional
Formula	23	Regional shopping ctr.	0.0	71	Church
Formula	24	Community shopping ctr.	0.0	72	Church parking/related
Formula	25	Neighborhood shopping ctr.	0.0	73	Cemetery
Formula	26	Hotel, motel	0.0	74	Mausoleum
Formula	27	Service station	0.0	75	Mortuary
Formula	28	Med., dental, animal hospital			
Formula	29	Con. Hospital, rest home	Formula	77	Hospital
			Formula	79	Spec./misc. institutional
Formula	30	Office condominiums			
Formula	31	Parking lot, garage, used cars	Formula	80	Vacant recreational
Formula	32	Trailer park	Formula	81	Meeting hall, gym
Formula	33	Theater	Formula	82	Golf course
Formula	34	Bowling alley	Formula	83	Marine, dock
Formula	35	Restaurant	Formula	84	Recreational camps
Formula	36	Car wash	0.0	85	Non-tax recreational
Formula	37	Large chain grocery/drug	0.0	86	Open space easements
Formula	38	Auto sales/service agency	0.0	87	Agr. Preserve (no contract)
Formula	39	Misc. comm., radio stn., bank	0.0	88	Agr. Preserve (contract)
			Formula	89	Spec./misc. recreational
Formula	40	Vacant industrial			
Formula	41	Factory – light manufacturer	0.0	90	Vacant tax. Govt. property
Formula	42	Factory – heavy manufacturer			
Formula	43	Warehouse – proc. Or stor.			
Formula	44	Bulk storage (tanks, etc.)			
Formula	45	Extractive & mining			
Formula	46	Small automotive garage			
Formula	47	Industrial condos			
Formula	49	Spec./misc. industrial			

Formula: *If acres < .20, then* Benefit Units (BU) = 1.0, otherwise BU = 5.9 x Acres (i.e. Acres/0.17)

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The Median Landscaping Improvement Zone assessments will not increase in Fiscal Year 2021-22, and will remain at the same unit rate of $8.34 per EDU as assessed in the last 25 fiscal years. All new assessors' parcels that have been added within the city boundaries are automatically added to the Median Landscaping Improvement Zone and will be calculated at the same unit rate as used in the last 25 fiscal years.

This unit assessment is applied to 50,526 parcels in the Median Landscaping Improvement Zone. The total number of EDUs for these parcels amounts to approximately 42,076.18 EDUs. The revenue generated by these parcels amounts to $350,544.72. For the specific assessment on each parcel, reference is made to the Assessment Roll on file at the city's Finance Department, which is incorporated herein by this reference as though set forth in full.

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EXHIBIT A – PARCELS NO LONGER IN LLD NO. 1

Several parcels were incorporated into Street Lighting and Landscaping District No. 2 and are therefore are exempted from this Street Lighting and Landscaping District No. 1. These parcels were previously assessed for median benefit.

The Exhibit A will be updated to include a full listing of all parcels excluded from Street Lighting and Landscaping District No. 1 in the Final Engineer's Report.

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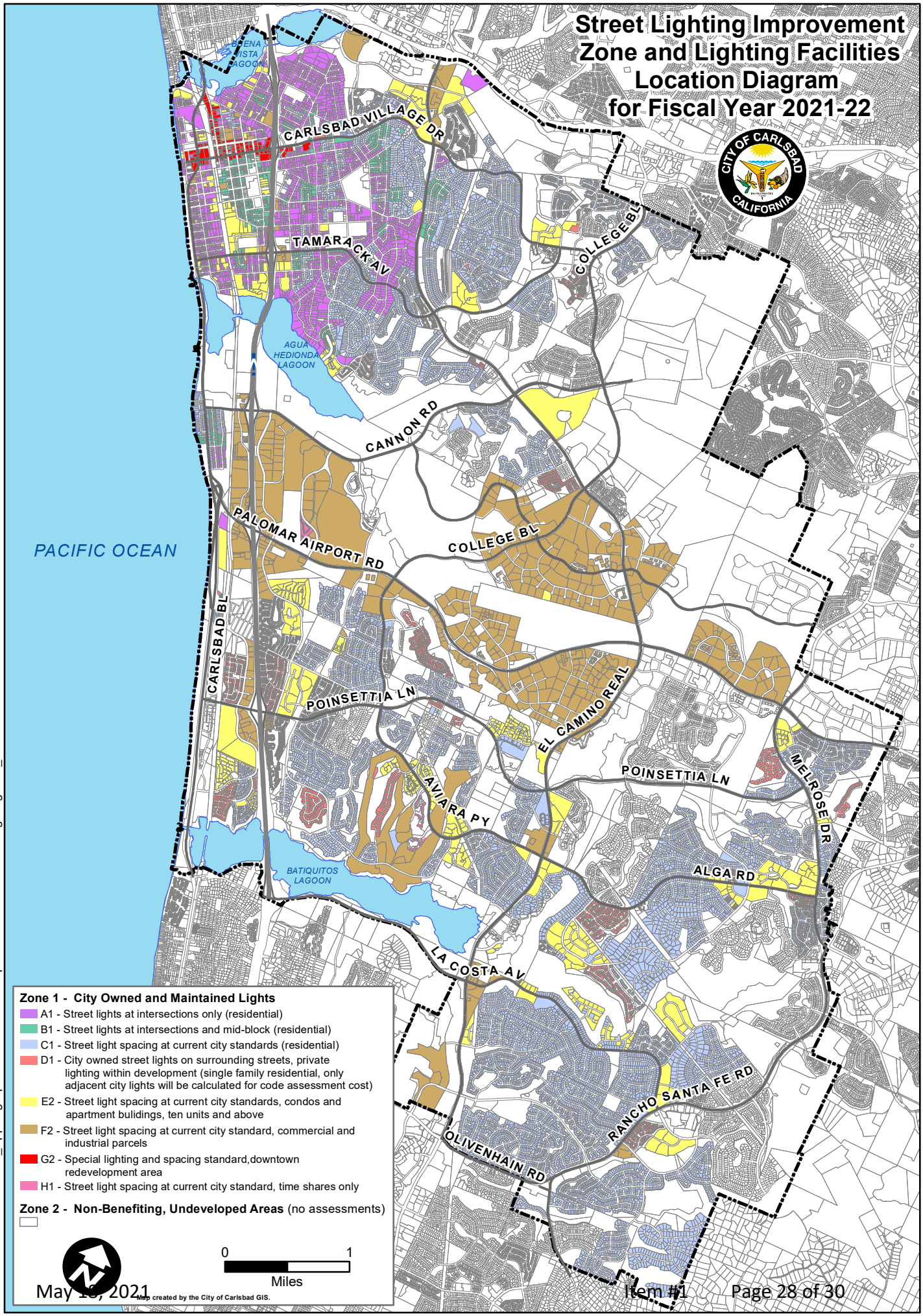
Street Lighting Improvement Zone and Lighting Facilities Location Diagram for Fiscal Year 2021-22



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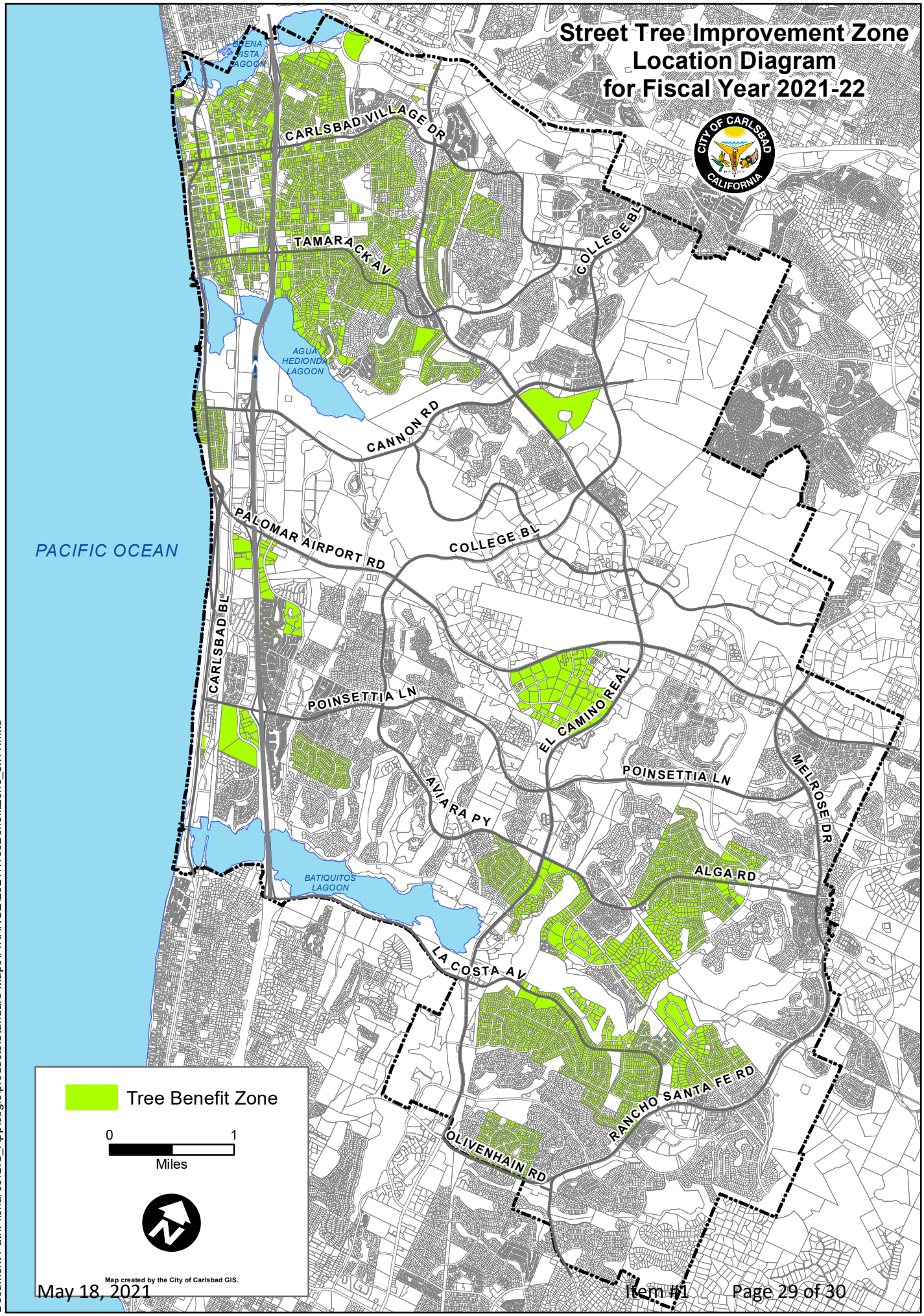

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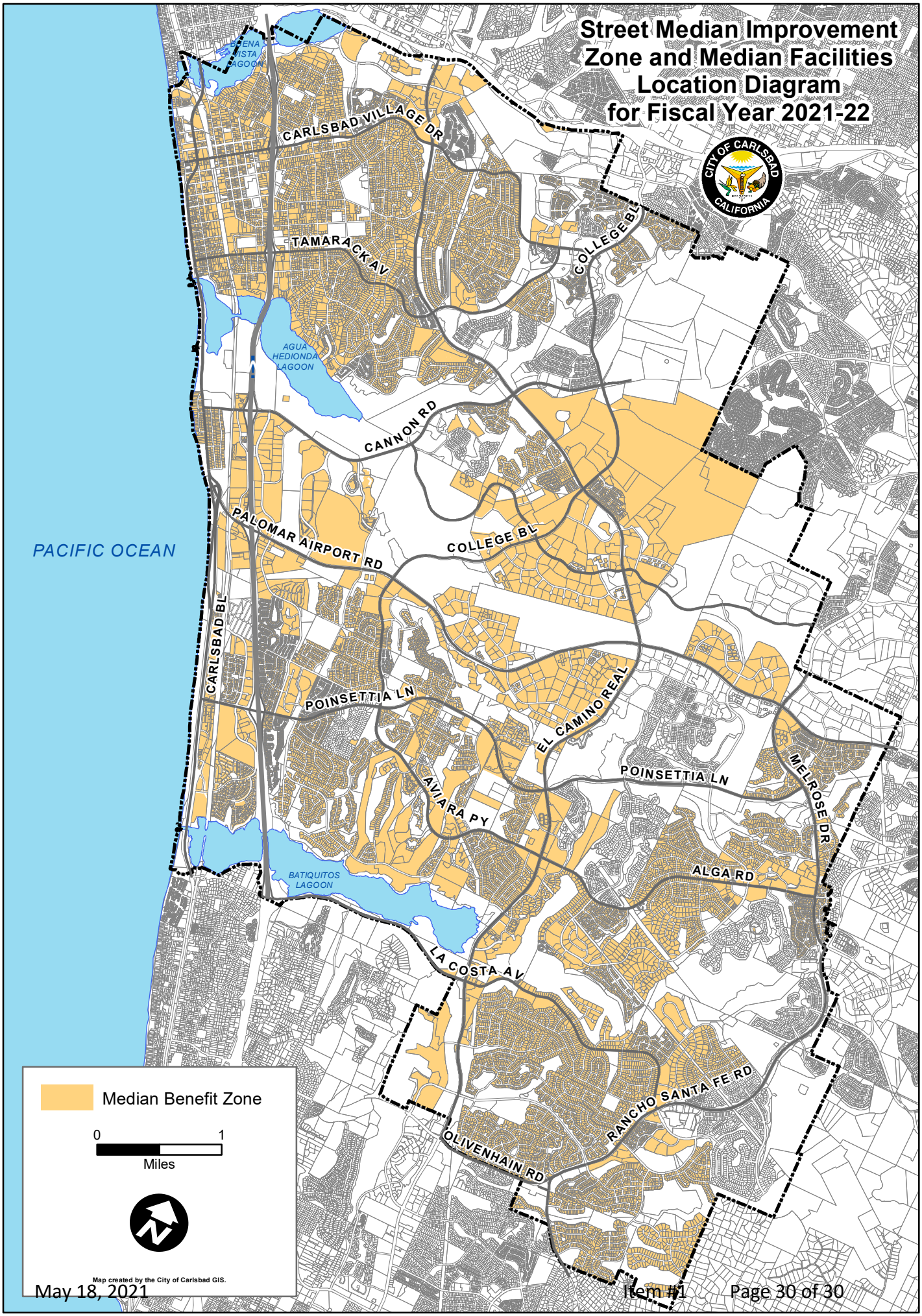
Street Median Improvement Zone and Median Facilities Location Diagram for Fiscal Year 2021-22
CITY OF CARLSBAD CALIFORNIA
PACIFIC OCEAN
CARLSBAD VILLAGE DR
TAMARACK AV
COLLEGE BL
AGUA HEDIONDA LAGOON
CANNON RD
PALOMAR AIRPORT RD
COLLEGE BL
CARLSBAD BL
POINSETTIA LN
EL CAMINO REAL
AVIARA PY
POINSETTIA LN
MELROSE DR
ALGA RD
BATIQUITOS LAGOON
LA COSTA AV
RANCHO SANTA FE RD
OLIVENHAIN RD
Median Benefit Zone
0
1
Miles
Map created by the City of Carlsbad GIS.
Document Path: \\shares\GIS_Appl\cbgis\products\Standard Maps\FINANCE\2021\MedianBenefitZone_8x11.mxd

CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Jason Rosado, Assistant to the Treasurer
jason.rosado@carlsbadca.gov, 760-602-2473

Subject: Fiscal Year 2021-22 Preliminary Engineer's Report for the Annual Levy of Assessments within Street Lighting and Landscaping District No. 2, a Special Assessment District

District: 2, 3, & 4

Recommended Action
Adopt a resolution approving the preliminary engineer's report for fiscal year 2021-22 and setting the date for the public hearing for the annual levy of assessments within Street Lighting and Landscaping District No. 2 as July 13, 2021.

Executive Summary
The City Council's approval of this state-mandated report is needed to begin the processing of the annual levy of assessments within the city's Street Lighting and Landscaping District No. 2 for fiscal year 2021-22 in compliance with the procedures set forth in California Streets and Highways Code Sections 22620-22641.

Discussion
Street Lighting and Landscaping District No. 2 assesses fees that pay for the maintenance and replacement costs of streetlights, street trees and medians within the district. Streetlights, street trees, and medians in the other developed parts of the city are funded by assessments from a separate district. California Streets and Highways Code Section 22622 requires that the City Council order an engineer to prepare and file a report each fiscal year for which assessments are to be levied.

This report is to contain:

a) Plans and specifications for the improvements
b) An estimate of the costs of the improvements
c) A diagram of the assessment district
d) An assessment of the estimated costs of the improvements
e) If bonds or notes will be issued, an estimate of their principal amount

The report can be found as Attachment A to Exhibit 1.

Each development within the district is considered a separate development zone, each with its own assessment based on the costs for that area of the city. There are 15 zones in the district. A maximum and actual assessment rate is calculated in each zone on an annual basis. The maximum actual assessment rate is the maximum annual rate that can be assessed on a parcel and is calculated by adding up all the costs of maintenance and replacements, assuming that the improvements in each zone are fully maintained by the city.

Several zones have a portion of their improvements maintained by their homeowners associations. The calculated cost of maintaining any improvement that will be borne by a homeowners association has been subtracted from the maximum annual assessment to determine the actual annual assessment. The maximum assessments can increase by the amount of the increase in the consumer price index on an annual basis. The change in the San Diego County consumer price index from March 2020 to March 2021 was 4.1% and is reflected in the maximum assessment rates for fiscal year 2021-22.

The actual annual assessment is the amount that will be charged to each property owner on his or her annual property tax statement. If the city determines the homeowners association is not maintaining the improvements to the city's standard, the city has the authority to take this task on and charge the property owner as much as the maximum annual assessment to recover the city's.

As shown in the table on the following page, the proposed assessment rates per year for a single-family residential parcel range from a low of $4.56 per parcel to a high of $179.11 per parcel. These assessments vary between developments depending on the density of each development, the amount of improvement, and the types of improvements being maintained in each development.

Development zone	Maximum annual assessment rate fy 2021-22	Actual annual assessment rate fy 2020-21	Proposed annual assessment rate fy 2021-22	Explanation of proposed change to assessment rates for fy 2021-22
Calavera Hills II	$243.65	$129.50	$128.38	Slight decrease due to reduction in lighting maintenance costs
Kelly Ranch	$147.71	$128.26	$130.17	Slight increase due to increase in median maintenance costs
The Oaks South	$517.32	$4.91	$4.56	Slight decrease due to reduction in lighting maintenance costs
Thompson/Tabata	$272.74	$161.47	$161.71	Slight increase due to increase in median maintenance costs
Palomar Forum/ Carlsbad Raceway (no residential)	$202.01	$105.88	$113.51	Increase due to increase in median maintenance costs
Bressi Ranch	$268.29	$56.82	$60.13	Slight increase due to increase in median maintenance costs
La Costa Greens	$481.70	$51.76	$54.36	Slight increase due to increase in median maintenance costs
La Costa Ridge	$85.00	$28.96	$30.59	Slight increase due to increase in median maintenance costs
Oaks North Industrial (no residential)	$64.67	$62.12	$51.47	Decrease due to reduction in lighting maintenance costs
Robertson Ranch East	$294.58	$171.47	$174.49	Slight increase due to increase in median maintenance costs
Oaks North Residential	$411.10	$9.12	$8.46	Slight decrease due to a reduction in lighting maintenance costs
La Costa Town Square	$499.56	$178.20	$179.13	Slight increase due to increase in median maintenance costs
Fair Oaks Valley	$530.84	$0.00	$0.00	No assessment, HOA is maintaining all improvements
Quarry Creek	$140.15	$24.21	$22.92	Slight decrease due to a reduction in lighting maintenance costs
Robertson Ranch West	$315.25	$118.96	$107.05	Decrease due to reduction in lighting maintenance costs

Options

Staff provide the following options for the City Council's consideration:

1. Approve the preliminary engineer's report and set July 13, 2021, as the public hearing date for the annual levy of assessments.
   Pros
   - Annual assessments pay for the maintenance and replacement costs of the various improvements in the district

   Cons
   - None identified

2. Do not approve the report and do not levy assessments to property owners.
   Pros
   - None identified

   Cons
   - Assessments to property owners would not be levied and collected which would result in an annual revenue loss of approximately $700,000 to the district
   - Funding in the amount of $700,000 would need to be contributed from the city's General Fund to replace the loss of assessment revenue if improvements in the district are to be maintained at current service levels

Option 1 is recommended by staff for the City Council's approval, approving the preliminary engineer's report and setting the date for the public hearing for the annual levy of assessments to be July 13, 2021.

Fiscal Analysis

The collection of assessments will cover all maintenance, operation, and future replacement costs for the district.

The total assessments for the 15 zones in the district are projected to be $700,704. The assessment rates in each zone of the district have been set so that the maintenance, operations, and replacement costs will be funded entirely through the property owners who benefit from the improvements. Of the total projected assessments $337,388 will be spent on maintenance operations and $363,316 will be set aside for future replacement of improvements.

Next Steps

With the City Council's approval, the Finance Department will work with the assessment engineer to complete the final report for fiscal year 2021-22 to be presented at the public hearing for the adoption of the annual levy of assessments to be held on July 13, 2021.

Environmental Evaluation

In keeping with California Public Resources Code Section 21065, this action does not constitute a "project" within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment, and therefore does not require environmental review.

Public Notification and Outreach

Public notice of this item was posted in keeping with the state's Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, INITIATING THE PROCEEDINGS, APPROVING THE PRELIMINARY ENGINEER'S REPORT FOR FISCAL YEAR 2021-22 AND SETTING A PUBLIC HEARING FOR JULY 13, 2021 FOR THE ANNUAL LEVY OF ASSESSMENTS WITHIN LIGHTING AND LANDSCAPING DISTRICT NO. 2, A SPECIAL ASSESSMENT DISTRICT

WHEREAS, the City Council of the City of Carlsbad, California previously formed a special assessment district pursuant to the terms of the Landscaping and Lighting Act of 1972 (Division 15, Part 2 of the State Streets and Highways Code, commencing with Section 22500), known and designated as City of Carlsbad Street Lighting and Landscaping District No. 2 ("Assessment District"); and

WHEREAS, the Assessment District is an existing assessment district in which assessments are not proposed to be increased as defined by Article XIIID of the California Constitution (Proposition 218) and the Proposition 218 Omnibus Implementation Act (California Government Code Section 53750 et seq.), and is therefore exempt from the procedures and requirements pursuant to California Constitution Article XIIID § 5, subdivision (a); and

WHEREAS, the City Council wishes to initiate proceedings to provide for the annual levy of assessments for the next ensuing fiscal year to provide for the annual costs for maintenance of improvements, defined as existing street lighting, median landscaping and street trees ("Improvements"), within the Assessment District; and

WHEREAS, a preliminary Engineer's Report (the "Report") has been prepared and is presented to the City Council and is attached as Attachment A, as required by law, and the City Council is desirous of continuing with the proceedings for the annual levy; and

WHEREAS, the improvements to be maintained shall consist of all originally designated and authorized improvements, as well as certain new and additional improvements; and

WHEREAS, the City Council has carefully examined and reviewed the Report as presented, and is satisfied with each and all of the items and documents as set forth within it, and is satisfied that the

assessments, on a preliminary basis, have been distributed in accordance with the benefits received from the improvements to be maintained, as set forth in the Report.

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

1. That the above recitations are true and correct.
2. That the public interest and convenience requires, and it is the intention of this legislative body to levy and collect assessments to pay the annual costs and expenses for the maintenance and/or servicing of the Improvements for the Assessment District, with the Improvements generally described as follows: the maintenance of certain street lighting improvements, street trees, and median landscaping improvements, as set forth and described in the Report. The proposed new improvements to be maintained and serviced caused generally by new development within the Assessment District are described as follows: the maintenance of certain additional street lighting improvements and additional landscaping improvements, including replacement of street trees and median landscaping improvements, all as set forth and described in the Report.
3. That said improvements are of direct benefit to the properties within the boundaries of the Assessment District, which the legislative body previously declared to be the area benefited by the improvement, as identified and referenced in the boundary map previously approved by the City Council, a copy of which is on file in the office of the City Clerk and open for public inspection, and which is designated by the name of this Assessment District.
4. That the Improvements are referred to Harris & Associates, who is directed to make and file the Report generally containing the following:

    A. Plans and specifications describing the general nature, location and extent of the Improvements within the Assessment District;

B. A diagram for the Assessment District, showing the area and properties proposed to be assessed;

C. An estimate of the cost of the maintenance and/or servicing of the Improvements for the Assessment District for the Fiscal Year commencing July 1, 2021 and ending June 30, 2022;

D. An assessment of the estimated costs of the maintenance and/or servicing, assessing the net amount upon all assessable lots and/or parcels within the Assessment District in proportion to the benefits received.

5. That the Report, as presented, is approved on a preliminary basis, and is ordered to be filed in the office of the City Clerk as a permanent record and to remain open to public inspection. Reference is made to the Report for a full and detailed description of the improvements to be maintained, the boundaries of the Assessment District and any zones therein, and the proposed assessments upon assessable lots and parcels of land within the Assessment District. The Assessment District is an existing assessment district in which assessments are not proposed to be increased as defined by Article XIIID of the California Constitution (Proposition 218) and the Proposition 218 Omnibus Implementation Act.

6. Notice is hereby given that a public hearing is scheduled at the regular time and in the regular meeting place of the City Council on the following date:

Tuesday, July 13, 2021

At that time this legislative body will hear protests or objections in reference to the annual levy of assessments and to any other matters contained in this resolution. Any persons who wish to object to the proceedings or the annual levy should file a written protest with the City Clerk prior to the time set for the public hearing. If there is a

majority protest against the levy of an annual assessment that is increased from the previous year, the proposed increase in the assessments shall be abandoned. A majority protest exists if, upon the conclusion of the hearing, written protests filed and not withdrawn, represent property owners owning more than 50% of the assessable area of land within the Assessment District.

7. That the City Clerk is authorized and directed to give notice as required by law by causing a copy of this Resolution to be published in a newspaper of general circulation within the City of Carlsbad, not less than 10 days prior to the date set for the public hearing.

8. For any and all information relating to these proceedings, including information relating to protest procedure, your attention is directed to the persons designated below:

CITY OF CARLSBAD, CITY CLERK
1200 CARLSBAD VILLAGE DRIVE, CARLSBAD, CA 92008

and

ANNA TAN-GATUE, PROJECT MANAGER
HARRIS & ASSOCIATES
TELEPHONE: (800) 827-4901 EXT. 2344

Owners of property within the Assessment District may mail written protests to the following address:

CITY OF CARLSBAD, CITY CLERK
1200 CARLSBAD VILLAGE DRIVE, CARLSBAD, CA 92008

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

CITY OF CARLSBAD

PRELIMINARY ENGINEER'S REPORT
FISCAL YEAR 2021-2022
STREET LIGHTING AND LANDSCAPING DISTRICT NO. 2

April 29, 2021

PREPARED BY

Harris & Associates

Anna Tan-Gatue, P.E.
R.I.E. No. 4356 Exp. 06/30/21
www.WeAreHarris.com

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STATEMENT OF ASSESSMENT ENGINEER

FISCAL YEAR 2021-22
ENGINEER'S REPORT PREPARED PURSUANT
TO THE PROVISIONS OF THE
LANDSCAPING AND LIGHTING ACT OF 1972
SECTION 22500 THROUGH 22679
OF THE CALIFORNIA STREETS AND HIGHWAYS CODE,
ARTICLE XIIID OF THE CALIFORNIA CONSTITUTION, AND
THE PROPOSITION 218 OMNIBUS IMPLEMENTATION ACT
(GOVERNMENT CODE SECTION 53750 ET SEQ.)

Pursuant to Landscaping and Lighting Act of 1972 (Part 2 of Division 15 of the Streets and Highways Code) (the "1972 Act"), Article XIIID of the California Constitution ("Article XIIID") and the Proposition 218 Omnibus Implementation Act (Government Code Section 53750 and following) (the "Implementation Act" and together with the 1972 Act and Article XIIID, the "Assessment Law") and in accordance with the Resolution of Initiation, adopted by the City Council of the City of Carlsbad, State of California, in connection with the proceedings for:

STREET LIGHTING AND LANDSCAPING DISTRICT NO. 2

Hereinafter referred to as the "Maintenance District" or "District", I, Anna Tan-Gatue, P.E., the authorized representative of Harris & Associates, the duly appointed ASSESSMENT ENGINEER, submit herewith the "Report" consisting of five (5) parts as follows:

PART A – PLANS AND SPECIFICATIONS

Contains a description of the improvements that are to be maintained or serviced by the District.

PART B – ESTIMATE OF COST

Identifies the estimated cost of the services or maintenance to be provided by the District, including incidental costs and expenses in connection therewith.

PART C – METHOD OF APPORTIONMENT

Describes the basis on which the costs have been apportioned to each parcel of land within the Maintenance District, in proportion to the estimated special benefits to be received by such lots and parcels from the improvements to be maintained and serviced.

PART D – ASSESSMENT ROLL

Identifies the maximum assessment to be levied on each lot or parcel of land within the Maintenance District to receive special benefits from the improvements to be maintained and serviced.

DRAFT

PART E – ASSESSMENT DIAGRAM

Contains a Diagram of the Maintenance District Boundaries showing the exterior boundaries of the Maintenance District, the boundaries of any zones within the Maintenance District and the lines and dimensions of each lot or parcel of land within the Maintenance District.

DRAFT

PART A – PLANS AND SPECIFICATIONS

The improvements, which have been constructed or which may be subsequently constructed within and adjacent to the Maintenance District and that will be serviced and maintained, and the proposed maintenance and services are generally described as follows:

DESCRIPTION OF IMPROVEMENTS TO BE MAINTAINED AND SERVICED

The proposed improvements (collectively, the "Improvements") proposed to be maintained and serviced are generally described as follows:

Landscaping and Appurtenant Improvements

Landscaping improvements (collectively, the "Landscaping Improvements") include but are not limited to: landscaping, planting, shrubbery, trees, irrigation systems, hardscapes and fixtures in public street and sidewalk rights-of-way, including medians, parkways and other easements dedicated to the City of Carlsbad within the boundaries of the Maintenance District.

Street Lighting and Appurtenant Improvements

Street lighting improvements (collectively, the "Street Lighting Improvements") include but are not limited to: poles, fixtures, bulbs, conduits, conductors, equipment including guys, anchors, posts and pedestals, metering devices and appurtenant facilities as required to provide lighting and traffic signals in public street and sidewalk rights-of-way and other easements dedicated to the City of Carlsbad within the boundaries of the Maintenance District.

The public lighting system shall be maintained to provide adequate illumination. Electricity for streetlights shall be furnished by San Diego Gas & Electric (SDG&E), and it shall be adequate for the intended purpose. Rates for power shall be those authorized by the California Public Utilities Commission.

DESCRIPTION OF MAINTENANCE AND SERVICES

Maintenance means the furnishing of services and materials for the ordinary and usual maintenance, operation and servicing of the Landscaping Improvements and the Street Lighting Improvements facilities and appurtenant facilities, including repair, refurbishment, removal or replacement of all or part of any of the Landscaping Improvements and the Street Lighting Improvements or appurtenant facilities; providing for the life, growth, health and beauty of the Landscaping Improvements, including cultivation, irrigation, trimming, spraying, fertilizing and treating for disease or injury; the removal of trimmings, rubbish, debris and other solid waste; and the cleaning, sandblasting, and painting of walls and other improvements to remove or cover graffiti.

Servicing means the furnishing of water and electrical current or energy for the irrigation of the Landscaping Improvements and the maintenance of any Street Lighting Improvements or appurtenant facilities and the furnishing of electric current or energy, gas or other illuminating agent for the Street

Lighting Improvements, or for the lighting or operation of the Landscaping Improvements or appurtenant facilities.

The Street Lighting Improvements shall be maintained to provide adequate illumination. Electricity for streetlights shall be furnished by SDG&E, and it shall be adequate for the intended purpose. Rates for power shall be those authorized by the California Public Utilities Commission.

The following provides descriptions of the Zones of Benefit within the Maintenance District:

Zone 1 – Encompasses the Calavera Hills II Development and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 2 – Encompasses the Kelly Ranch Core Development and funds the operation and maintenance of street lighting and medians.

Zone 3 – Encompasses the Oaks South Development and funds the operation and maintenance of street lighting, street trees and medians.

Zone 4 – Encompasses the Thompson/Tabata Development and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 5 – Encompasses the Palomar Forum Development and the Carlsbad Raceway Development and funds the operation and maintenance of street lighting and medians.

Zone 6 – Encompasses the Bressi Ranch Development and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 7 – Encompasses the La Costa Greens Development and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 8 – Encompasses the La Costa Ridge Development, including Village 2.6, and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 9 – Encompasses the Oaks North Business Park Development and funds the operation and maintenance of street lighting and street trees.

Zone 10 – Encompasses the east village of the Robertson Ranch Development and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 11 – Encompasses the Oaks North Residential Development and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 12 – Encompasses the La Costa Town Square Development and funds the operation and maintenance of street lighting, street trees, and medians.

Zone 13 – Encompasses the Fair Oaks Valley Development and funds the operation and maintenance of street lighting and street trees.

Zone 14 – Encompasses the Quarry Creek Development and funds the operation and maintenance of street lighting and street trees.

DRAFT

Zone 15 – Encompasses the west village of the Robertson Ranch Development and funds the operation and maintenance of street lighting, street trees, and medians.

The plans and specifications for the Improvements, showing the general nature, location and the extent of the Improvements, are on file in the city's Public Works Department and are by reference herein made a part of this report.

DRAFT

PART B – ESTIMATE OF COSTS

The estimated costs for the operation, maintenance and servicing of the Improvements, shown on the following page, are the estimated costs of maintenance if the Improvements were fully maintained for Fiscal Year 2021-22. The 1972 Act provides that the total cost of the maintenance and services, together with incidental expenses, may be financed from the assessment proceeds. The incidental expenses may include engineering fees, legal fees, printing, mailing, postage, publishing, and all other related costs identified with the district proceedings.

Please see Part C of this Report for a description of Equivalent Dwelling Units (EDU's) and the apportionment formula.

The Assessment Law requires that a special fund be set-up for the revenues and expenditures of the District. Funds raised by assessment shall be used only for the purpose as stated herein. The city may advance funds to the District, if needed, to ensure adequate cash flow, and will be reimbursed for any such advances upon receipt of assessments. Any surplus or deficit remaining on June 30 must be carried over to the next fiscal year.

FY 2021-22 BUDGET

	Assessed Quantity	O&M Unit Cost	Repl. Unit Cost	Total O&M/Repl. Costs	Admin. Costs	FY 21-22 Annual Costs	FY 21-22 Annual Cost / EDU
Zone 1 (Calavera Hills II)							
40W Light	50 each	$123.87	$196.07	$15,997	$187	$16,184	$49.50 / EDU
* 100W Light	26 each	$149.94	$173.84	$8,418	$98	$8,517	$13.94 / EDU
** Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
*** Medians	37,558 sf	$0.46	$0.58	$39,217	$459	$39,675	$64.94 / EDU
Zone 2 (Kelly Ranch Core)						$64,376	
40W Light	54 each	$123.87	$196.07	$17,277	$202	$17,479	$38.98 / EDU
* 100W Light	6 each	$149.94	$173.84	$1,943	$23	$1,965	$4.16 / EDU
Medians	38,250 sf	$0.46	$0.58	$39,939	$467	$40,406	$87.03 / EDU
Zone 3 (The Oaks South)						$59,850	
** 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
* 100W Light	7 each	$149.94	$173.84	$2,266	$27	$2,293	$4.56 / EDU
** Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Medians	0 sf	$0.46	$0.58	$0	$0	$0	$0.00 / EDU
						$2,293	

* These lights are on arterial roadways, therefore the O&M and Repl. costs have been multiplied by 88.66%
(This is to account for the 11.34% General Benefit for Arterial Roadways)
** These budgets are $0 due to HOA maintenance and servicing
*** Portion of total median area attributable only to Calavera Hills II
**** 40W or 100W lights are local to Non-Res properties in Zones 5 and 6 and costs are spread to those parcels only

FY 2021-22 BUDGET (CONT'D)

	Assessed Quantity	O&M Unit Cost	Repl. Unit Cost	Total O&M/Repl. Costs	Admin. Costs	FY 21-22 Annual Costs	FY 21-22 Annual Cost / EDU
Zone 4 (Thompson/Tabata)							
40W Light	45 each	$123.87	$196.07	$14,397	$168	$14,566	$57.99 / EDU
* 100W Light	8 each	$149.94	$173.84	$2,590	$30	$2,621	$10.44 / EDU
** Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Medians	22,180 sf	$0.46	$0.58	$23,159	$271	$23,430	$93.28 / EDU
Zone 5 (Palomar Forum/Carlsbad Raceway)						$40,617	
40W Light	15 each	$123.87	$196.07	$4,799	$56	$4,855	$7.18 / EDU
**** 100W Light	4 each	$169.11	$196.07	$1,461	$17	$1,478	$9.67 / EDU
* 100W Light	14 each	$149.94	$173.84	$4,533	$53	$4,586	$5.53 / EDU
Medians	77,211 sf	$0.46	$0.58	$80,621	$943	$81,563	$98.31 / EDU
Zone 6 (Bressi Ranch)						$92,482	
** 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
**** 40W Light	25 each	$123.87	$196.07	$7,999	$94	$8,092	$9.07 / EDU
**** 100W Light	24 each	$169.11	$196.07	$8,764	$102	$8,867	$9.94 / EDU
* 100W Light	15 each	$149.94	$173.84	$4,857	$57	$4,914	$3.25 / EDU
** Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Medians	81,510 sf	$0.46	$0.58	$85,109	$995	$86,105	$56.88 / EDU
Zone 7 (La Costa Greens)						$107,977	
** 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
** Collector 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
* 100W Light	21 each	$149.94	$173.84	$6,799	$80	$6,879	$5.67 / EDU
** Local Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Collector Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Medians	55,917 sf	$0.46	$0.58	$58,386	$683	$59,069	$48.69 / EDU
Zone 8 (La Costa Ridge)						$65,948	
Collector 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
* 100W Light	2 each	$149.94	$173.84	$648	$8	$655	$2.06 / EDU
Collector Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Medians	8,579 sf	$0.46	$0.58	$8,957	$105	$9,062	$28.53 / EDU
Zone 9 (Oaks North Business Park)						$9,717	
40W Light	18 each	$123.87	$196.07	$5,759	$67	$5,826	$5.79 / EDU
100W Light	17 each	$169.11	$196.07	$6,208	$73	$6,281	$6.24 / EDU
Trees	455 each	$86.29		$39,263	$459	$39,722	$39.45 / EDU
Zone 10 (Robertson Ranch East Village)						$51,829	
40W Light	72 each	$123.87	$196.07	$23,036	$269	$23,305	$42.09 / EDU
* 100W Light	23 each	$149.94	$173.84	$7,447	$87	$7,534	$12.82 / EDU
** Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Medians	66,500 sf	$0.46	$0.58	$69,437	$812	$70,248	$119.57 / EDU
						$101,088	

* These lights are on arterial roadways, therefore the O&M and Repl. costs have been multiplied by 88.66%
(This is to account for the 11.34% General Benefit for Arterial Roadways)
** These budgets are $0 due to HOA maintenance and servicing
*** Portion of total median area attributable only to Calavera Hills II
**** 40W or 100W lights are local to Non-Res properties in Zones 5 and 6 and costs are spread to those parcels only

FY 2021-22 BUDGET (CONT'D)

	Assessed Quantity	O&M Unit Cost	Repl. Unit Cost	Total O&M/Repl. Costs	Admin. Costs	FY 21-22 Annual Costs	FY 21-22 Annual Cost / EDU
Zone 11 (The Oaks North Residential)							
** 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
** Collector 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
* 100W Light	12 each	$149.94	$173.84	$3,885	$45	$3,931	$8.46 / EDU
** Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Collector Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Medians	0 sf	$0.46	$0.58	$0	$0	$0	$0.00 / EDU
** Collector Medians	0 sf	$0.46	$0.58	$0	$0	$0	$0.00 / EDU
Zone 12 (La Costa Town Square)						$3,931	
40W Light	11 each	$123.87	$196.07	$3,519	$41	$3,561	$56.52 / EDU
Collector 40W Light	7 each	$123.87	$196.07	$2,240	$26	$2,266	$7.53 / EDU
* 100W Light	7 each	$149.94	$173.84	$2,266	$27	$2,293	$6.89 / EDU
** Local Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Collector Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Arterial Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Medians	34,105 sf	$0.46	$0.58	$35,611	$416	$36,027	$108.20 / EDU
Zone 13 (Fair Oaks Valley)						$44,147	
** 40W Light	0 each	$123.87	$196.07	$0	$0	$0	$0.00 / EDU
** Collector 100W Light	0 each	$169.11	$196.07	$0	$0	$0	$0.00 / EDU
** Local Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Collector Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Zone 14 (Quarry Creek)						$0	
Collector 100W Light	26 each	$169.11	$196.07	$9,495	$111	$9,606	$22.92 / EDU
** Collector Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
Zone 15 (Robertson Ranch West Village)						$9,606	
40W Light	23 each	$123.87	$196.07	$7,359	$86	$7,445	$42.18 / EDU
Collector 40W Light	10 each	$123.87	$196.07	$3,199	$37	$3,237	$5.42 / EDU
Collector 100W Light	3 each	$169.11	$196.07	$1,096	$13	$1,108	$1.86 / EDU
* 40W Light	1 each	$109.83	$173.84	$284	$3	$287	$0.47 / EDU
* 100W Light	7 each	$149.94	$173.84	$2,266	$27	$2,293	$3.77 / EDU
** Local Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
** Collector Trees	0 each	$86.29		$0	$0	$0	$0.00 / EDU
+ Arterial Trees	104 each	$76.89		$7,996	$93	$8,090	$13.29 / EDU
Medians	23,083 sf	$0.46	$0.58	$24,102	$282	$24,384	$40.07 / EDU
						$46,844	
			Subtotal Annual Costs:	**$692,606**	**$8,098**	**$700,704**	

* These lights are on arterial roadways, therefore the O&M and Repl. costs have been multiplied by 88.66%
(This is to account for the 11.34% General Benefit for Arterial Roadways)

** These budgets are $0 due to HOA maintenance and servicing

\+ These trees are on arterial roadways, therefore the O&M costs have been multiplied by 89%
(This is to account for the 11% General Benefit for Street Trees on Arterial Roadways)

FY 2021-22 BUDGET (CONT'D)

Administrative Costs	
Annual Administration	$7,501
County Levy Fee	$597
Replacement Reserve	$363,316
Fund Balance as of July 1 of Current FY	($363,316)
Subtotal Administrative Costs:	**$8,098**
FY 21-22 Annual Assessment:	**$700,704**

The O&M Unit Cost is the operation and maintenance cost per improvement unit. These amounts are derived from the FY 2021-22 city wide budget amounts and improvement totals shown in Landscape and Lighting District No. 1.

- For the light improvements, this unit cost is calculated by dividing the total budgeted cost by the total number of street lightings within the City plus the annual energy cost. There is an annual cost per light that is calculated for each light wattage. For lights located on arterial roadways, the O&M Unit Costs have been reduced by 11.34% to account for general benefit, as calculated on the table shown on Page 13.
- For the street tree improvements, the unit cost is calculated by dividing the total budget by the number of trees.
- For the median improvements, the unit cost is calculated by dividing the total median budget amount by the total square footage of medians.

The Replacement Unit Cost is the cost to replace each improvement unit. These amounts were established in FY 2004-05 when the District was formed and increased for cost of living each year according to the change in Consumer Price Index (CPI) for the San Diego County area.

The Administrative Costs have been allocated to each Zone based on the improvements being maintained by the District in each Zone. There are no administration costs associated with Zone 13 (Fair Oaks Valley) because the HOA is maintaining all improvements within the Fair Oaks Valley Development. The Administrative Costs consists of the following:

- The Annual Administration cost of $7,501 for the tracking and administration of 14 zones at $536 per zone.
- The County Levy Fee of $597 for submitting the assessments of approximately 5,969 parcels at $0.10 to the County of San Diego for inclusion on the Tax Bills.

The Replacement Reserve amount consists of the following:

- A total of $363,153 in replacement costs calculated by multiplying the Assessed Quantity by the Replacement Unit Cost for each Improvement.

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- A total of $165 is associated with exceeding costs not included in the FY 2021-22 assessment rate. For Zones 2 and 4, the calculated budgeted rate exceeds the maximum rate, therefore the FY 2021-22 Assessment Rate was limited to the maximum rate. The difference of $165 has been added to the total Replacement Reserve amount to be covered by the City's General Fund.

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PART C – METHOD OF APPORTIONMENT

GENERAL

The 1972 Act permits the establishment of assessment districts by cities for the purpose of providing certain public improvements which include the construction, maintenance and servicing of street lights, traffic signals and landscaping facilities.

Streets and Highways Code Section 22573 requires that maintenance assessments be levied according to benefit rather than according to assessed value. This section states:

> "The net amount to be assessed upon lands within an assessment district may be apportioned by any formula or method which fairly distributes the net amount among all assessable lots or parcels in proportion to the estimated benefits to be received by each such lot or parcel from the improvements."

The 1972 Act permits the designation of zones of benefit within any individual assessment district if "by reason of variations in the nature, location, and extent of the improvements, the various areas will receive different degrees of benefit from the improvements." (Sec. 22574). Thus, the 1972 Act requires the levy of a true "assessment" rather than a "special tax."

In addition, Article XIIID and the Implementation Act requires that a parcel's assessment may not exceed the reasonable cost for the proportional special benefit conferred on that parcel. Article XIIID and the Implementation Act further provides that only special benefits are assessable and the city must separate the general benefits from the special benefits. They also require that publicly owned properties which specially benefit from the improvements be assessed.

SPECIAL BENEFIT ANALYSIS

Proper maintenance and operation of the streetlights, street trees and street medians provides special benefit to adjacent properties by providing security, safety, and community character and vitality.

Local Lighting.

Special Benefit. The operation, maintenance and servicing of lighting along local streets in close proximity to certain lots or parcels provides a special benefit to such lots or parcels by providing illumination resulting in: 1) improved security of such lots or parcels, 2) improved ingress and egress from such lots or parcels by illuminating access after sunset, and 3) improved nighttime visibility for the local access of emergency vehicles. Local lighting typically consists of 40 watt lights.

Street lights on or associated with traffic signals located at arterial-to-local connectors are considered to be 100% special benefit to those developments taking direct access at these intersections.

General Benefit. There are no general benefits associated with local lighting.

Arterial Lighting.

Special Benefit. The operation, maintenance and servicing of arterial lighting provides a special benefit to each and every assessable lot or parcel within the development or vicinity which are adjacent to such lighting resulting in: 1) improved nighttime visibility for the access of emergency vehicles, and 2) improved safety and traffic circulation to and from parcels. Arterial lighting typically consists of 100 watt lights; however, special benefit is assigned consistent with local lighting wattage.

General Benefit. The city recognizes that a portion of the maintenance, operation and servicing of those Street Lighting Improvements that are a part of the city's arterial lighting improvements provide a general benefit to the public at large, which equates to the higher level of lighting required on arterial roads.

The general benefits associated with Arterial Lighting are attributable to the higher level of lighting required for an arterial roadway. That higher level of lighting provides a measure of safety for the additional width of the street. Local and collector roadways require only 9,500 lumen lights (typically 40 watt lights) and arterial roadways require 22,000 lumen lights (typically 100 watt lights).

The amount of general benefit is established by multiplying the number of arterial streetlights currently in the city by the difference between the average annual electrical costs to illuminate a light on an arterial street and a local street. (Electrical costs are used in this comparison, as the personnel and replacement costs for the various lumens and wattages of lights are virtually the same.) The following table shows the calculation of the cost estimate for general benefit for streetlights.

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FY 2021-22 COST ESTIMATE COMPARISON OF ELECTRICAL COSTS FOR THE VARIOUS STREET LIGHTS WITHIN THE CITY

Lamp Size (Watts)	Number Lights	Monthly Rate	Monthly Amount	Annual Amount	Annual Cost per	General Benefit
Low wattage lights for collector streets:						
40	4,846	$2.51	$12,163.46	$145,961.52	$30.12	$0.00
Subtotal-1	**4,846**			**$145,961.52**		**$0.00**
High wattage lights for arterial streets:						
70	103	$4.29	$441.87	$5,302.44	$51.48	$2,200.08
85	43	$5.27	$226.61	$2,719.32	$63.24	$1,424.16
100	2,344	$6.28	$14,720.32	$176,643.84	$75.36	$106,042.56
150	15	$9.41	$141.15	$1,693.80	$112.92	$1,242.00
200	0	$12.53	$0.00	$0.00	$150.36	$0.00
250	13	$16.24	$211.12	$2,533.44	$194.88	$2,141.88
Subtotal-2	**2,518**			**$188,892.84**		**$113,050.68**
Total	**7,364**			**$334,854.36**		**$113,050.68**

General Benefit =	**$113,050.68**
FY 2021-22 Lighting Budget Amount	$1,025,247
FY 2021-22 Public Parcel Contribution	$28,000
Total Est. Cost Less Public Parcel Contribution*	**$997,247**
General Benefit Percentage	11.34%

* Based on preliminary budget estimates

Therefore, 11.34% of the Street Lighting Improvements on the city's arterial roadways are considered general benefit, and only 88.66% of these Street Lighting Improvements will be used to estimate the special benefit costs.

Streetlights on or associated with traffic signals located at arterial-to-arterial connectors are considered to be 100% general benefit.

In addition to the above, streetlights fronting upon open space areas owned by governmental agencies and/or managed by a non-profit environmental trust and which are considered part of the major habitat core areas and/or linkages of the city's Habitat Management Plan shall be considered as having 100% general benefit.

Street Landscaping.

Special Benefit. Trees, landscaping, hardscaping and appurtenant facilities, if well maintained, provide beautification, shade and enhancement of the desirability of the surroundings, and therefore increase property value.

- Street trees within the public street parkways provide special benefit to those properties directly adjacent to those tree-lined parkways.
- Landscaping and hardscaping within medians in the public streets provide special benefit to those developments that are directly adjacent to the public medians. These medians are located in the arterial roadways.

General Benefit.

- There are no general benefits associated with local street trees.
- Street trees along the arterial roadways provide aesthetic benefits to people walking through the city. Per the 2005 Traveler Opinion and Perception Survey conducted by the Federal Highway Administration, approximately 10.9% of all trips are considered Walking Trips. Therefore, 10.9% of the Street Tree Improvements of the city's arterial roadways are considered general benefit, and only 89.1% of these Street Tree improvements will be used to estimate the special benefit costs.
- Landscaping and hardscaping within medians in the arterial roadways provide only incidental aesthetic benefits to motorists travelling to, from or through the city. Therefore, it is deemed that there are no general benefits associated with the landscaped medians.

  Vehicular safety associated with the traffic channelization provided by raised medians is independent of the landscaping and hardscaping improvements funded through this Maintenance District. However, median curb replacement costs are included in the overall replacement costs for the medians. Because raised median curbs are required for both landscaping and traffic channelization, 50% of the median curb replacement costs have been removed from the budget.

Benefit Zones

Benefit Zones are used to differentiate between the different types of Improvements to be maintained and serviced within each such zone. There are currently 15 zones of benefit in this District.

Zone 1 – Calavera Hills II

The Calavera Hills II development is located in and around the intersection of Carlsbad Village Drive and College Boulevard and is comprised of villages of varying types of land uses that will receive special benefit from the street lighting, street trees and medians within and directly adjacent to the development. It is anticipated that the Home Owners Association ("HOA") will maintain the street trees. The city and the owners of the land within Calavera Hills II have an agreement to provide for the maintenance of the street trees by the HOA; therefore, annual assessments will be levied within Zone 1 for the maintenance of street trees only if (a) the HOA fails to maintain such street trees pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain such street trees, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

Villages K, L-2, W and X are comprised of single family detached ("SFD") units and have local streetlights and street trees within the public streets. Village X also has a 0.08-acre of non-residential ("Non-Res") land use that takes access off of College Boulevard. This property is a utility with no local streetlights or street tress adjacent to it.

Villages E, U and Y are comprised of single family attached ("SFA"), apartment ("APT") units, and 1 acre of Non-Res land use, and do not have any local lighting or street trees. Village "Y" also has a 1.05-acre of Non-Res use.

Village H is comprised of 2 acres of Non-Res use and does not have local lighting and street trees.

All of the villages receive special benefit from the arterial street lighting on Carlsbad Village Drive, College Boulevard and Tamarack Avenue that is directly adjacent to these village areas.

The entire Calavera Hills development (not just Calavera Hills II) benefits from the medians within College Boulevard and Carlsbad Village Drive within the boundaries of the development. An analysis has been performed to allocate the appropriate share of the medians to the Calavera Hills II development based on the assessment apportionment methodology shown in this Report.

Zone 2 – Kelly Ranch Core

The Kelly Ranch Core development is located southeast of the intersection of Cannon Drive and Faraday Avenue and is comprised of varying types of land uses that receive special benefit from the street lighting and medians within and directly adjacent to the development.

The core development consists of SFD and APT units, 2.61 acres of Non-Res, a park and vacant property (future development details have not been determined) that have local streetlights in the public streets directly adjacent to them. All of these properties benefit from the local lights within this core development. There are an additional 6 SFD units planned for the Kirgis development, which is directly adjacent to Kelly Ranch and takes access through the development. A 2.63 acres site of Non-Res does not have local lighting. Part of this development also includes a city-owned 1.48-acre wastewater pumping plant site taking access off of Cannon Road. This property is considered Non-Res utility property that has no local streetlights adjacent to it. Although this property is a utility with essentially no value, it does receive the arterial lighting special benefits; however, this utility property is not deemed to benefit from the landscaped median improvements.

All of the development receives special benefit from the arterial street lighting and medians on Cannon Road.

Zone 3 – The Oaks South

The Oaks South development is located to the northeast of the intersection of Rancho Santa Fe Road and Camino de los Coches and is comprised of varying types of land uses that receive special benefit from the street lighting, street trees and medians within and directly adjacent to the development. It is anticipated that the HOA will maintain the street trees, local street lights and medians. The city and the owners of the land within the Oaks South have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 3 for the maintenance of such improvements only if (a) the HOA fails to maintain

any such improvements pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

The development consists of SFD units, and 1.62 acres of Non-Res property that have local street lights and street trees in the public streets directly adjacent to them.

All of the development receives special benefit from the arterial street lighting and medians on Rancho Santa Fe Road. The median improvements on Rancho Santa Fe Road extend into an open space area that separates The Oaks South from The Oaks North development. This median provides an aesthetic link between the two developments and therefore 50% of the costs of the medians within the open space area to the north of The Oaks South is apportioned to The Oaks South, and 50% is apportioned to The Oaks North.

Zone 4 – Thompson / Tabata

The Thompson/Tabata development is located along Poinsettia Lane west of Aviara Parkway and is comprised of varying types of land uses that benefit from the operation and maintenance of street lighting, street trees and medians within and directly adjacent to the development. It is anticipated that the HOA will maintain the street trees. The city and the owners of the land within the Thompson/Tabata property have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 4 for the maintenance of street trees only if (a) the HOA fails to maintain such street trees pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain such street trees, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

The development consists of SFD units that have local street lights and street trees in the public streets directly adjacent to them, and SFA units that take access off streets with local streetlights but do not have street trees directly adjacent to them.

All of the development receives special benefit from the arterial street lighting and medians on Poinsettia Lane.

The existing SFD property, Assessor's Parcel Number 214-170-81-00, is already assessed in Street Lighting and Landscaping District No. 1 and is therefore exempted from this District.

Zone 5 – Palomar Forum / Carlsbad Raceway

Zone 5 includes two non-residential developments that are directly adjacent to each other, Palomar Forum and Carlsbad Raceway.

The Palomar Forum development is located along the northerly side of Palomar Airport Road, east of Melrose Drive, and is comprised of 51.63 acres of Non-Res and 1.71 acres of Park that have 100 watt local street lights in the public streets directly adjacent to them.

The Carlsbad Raceway development is located north of Palomar Airport Road and west of Business Park Drive and is comprised of 86.22 acres of Non-Res that has 200 watt local street lights in the public street directly adjacent to them.

Both developments receive special benefit from the arterial street lighting and medians on Melrose Drive and Palomar Airport Road.

Zone 6 – Bressi Ranch

The Bressi Ranch development is located on the southeast corner of Palomar Airport Road and El Camino Real. It is comprised of varying types of land uses that receive special benefit from the street trees, medians, street lighting within and directly adjacent to the development. The entire development benefits from the street lighting within and directly adjacent to the development, except the residential estate area that has private streets and so does not have any local public street light benefits. It is anticipated that the HOA will maintain the local streetlights and the street trees within the residential areas and the medians in Poinsettia Lane. The city and the owners of the land within Bressi Ranch have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 6 for the maintenance of the local street lights only if (a) the HOA fails to maintain any such street lights pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

The development consists of SFD units and 8 Parks that have trees and local street lights in the public streets directly adjacent to them. There are SFA units that have local street lights adjacent to them, but do not have street trees directly adjacent to them. There are 25 SFD estate units on private streets, with no public local street lights or street trees. There are also 148.71 acres of Non-Res development that have 40 watt and 100 watt local lighting adjacent to them.

All of the development receives special benefits from medians in Palomar Airport Road, El Camino Real, and Poinsettia Lane.

Zone 7 – La Costa Greens

The Greens development is located on the northeast corner of Alga Road and El Camino Real. It is comprised of varying types of land uses that receive special benefit from the street trees, medians, street lighting within and directly adjacent to the development.

There is a 12.77 acre School, a total of 7.6 acres of Park, 86 SFA units, and 591 SFD units that all have local trees and local street lights in the public streets directly adjacent to them. There is 14.96 acres of Non-Res and 38 SFA units that have local street trees, but do not have local street lights, in the streets directly adjacent to them. There are 64 SFD units on private streets, with no public local street lights or street trees. There are 180 APT units, a Pump Station, and a Golf Course that are within the development and are taken into consideration when spreading the special benefits, but are not part of this district and are assessed in Street Lighting and Landscaping District No. 1.

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Street trees and street lights along Alicante Road are classified as Collector Trees and Collector 100W Lights. The annual cost to maintain these trees and street lights will be spread among the development areas that are directly adjacent to and take access from Alicante Road.

It is anticipated that the HOA will maintain the local streetlights and the street trees within the residential areas and the medians within Poinsettia Lane. The city and the owners of the land within the Greens have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 7 for the maintenance of the local street lights and the medians only if (a) the HOA fails to maintain any such street lights and medians pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

The entire development receives special benefit from the arterial street lighting on El Camino Real, Alga Road, and Poinsettia Lane.

All of the development receives special benefits from medians in El Camino Real, Alga Road, and Poinsettia Lane.

Zone 8 – La Costa Ridge

The Ridge development is located east of El Fuerte Street, south of Alga Road, west of Rancho Santa Fe Road, and northwest of San Marcos Creek. It is comprised of residential land uses that receive special benefit from the medians and street lighting directly adjacent to the development.

There are 263 SFD units on private streets, with no public local street lights or street trees directly adjacent to them. In Village 2.6, there are 53 SFD units and a 0.18 acre park on private streets, with no public local street lights or street trees within this area. There are also 2 acres of Non-Res parcels within the development that are taken into consideration when spreading the special benefit, but are not part of this district and are assessed in Street Lighting and Landscaping District No. 1.

Though the streets within the Ridge development are private, the entire development receives special benefit from the collector street lighting directly adjacent to the development on El Fuerte Street along the westerly side of the development and the public portion of Corintia Street on the easterly side of the development.

Village 2.6 is the only portion of the Ridge development that benefits from the street trees on the public portion of Corintia Street on the westerly side of Village 2.6.

It is anticipated that the HOA will maintain the local streetlights and the street trees within the residential areas. The city and the owners of the land within the Ridge have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 8 for the maintenance of the local street lights and street trees only if (a) the HOA fails to maintain any such street lights pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance

and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

All of the development receives special benefit from the arterial street lighting and medians in Alga Road and Rancho Santa Fe Road.

Zone 9 – Oaks North Business Park

The Oaks North Business Park is located north of Palomar Airport Road, abutting the City of Vista on the north and east sides of the development. It is comprised of industrial and commercial land uses that receive special benefit from the street lighting and street trees within and directly adjacent to the development.

There are 167.83 acres of non-residential use parcels with public local street lights and street trees within and directly adjacent to them. There is also 219.50 acres of open space.

The development is not adjacent to any arterial roads, and therefore does not receive special benefit from arterial street lights or medians.

Zone 10 – Robertson Ranch East Village

The Robertson Ranch East Village development is located on the north east corner of Cannon Road and College Boulevard. It is comprised of varying types of land uses that receive special benefit from the street trees, street lighting, and medians within and directly adjacent to the development.

The development consists of 78 APT units, 84 SFA units, 320 SFD units, a total of 2.02 acres of designated recreation areas, and a 15.51 acre Fire Station that all have local trees and local street lights in the public streets directly adjacent to them. There are anticipated to be 23 SFD units and a 0.44 acre Park that is part of the Robertson Ranch West Village, but will be directly adjacent to the East Village and take access off of Cannon Road and Wind Trail Way. There is a 3.2 acre unplanned area and a 2.84 Water Quality Facility that do not have public local street lights or street trees.

It is anticipated that the HOA will maintain the local street trees. The city and the owners of the land within Robertson Ranch have an Agreement to provide for the maintenance of such improvement by the HOA; therefore, annual assessments will be levied within Zone 10 for the maintenance of the local street trees only if (a) the HOA fails to maintain any such street trees and medians pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

The entire development receives special benefit from the arterial street lighting and medians on College Blvd and Cannon Rd.

Zone 11 – Oaks North Residential

The Oaks North Residential Development is located south west of the intersection at Rancho Santa Fe Rd and Questhaven Road, abutting the open space area that separates the Oaks North development from the Oaks South development. It is comprised of residential and non-residential

land uses that receive special benefit from the street lighting, street trees, and medians within and directly adjacent to the development.

It is anticipated that the HOA will maintain the local streetlights and the street trees, and the medians within the residential areas. The city and the owners of the land within the Oaks North have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 11 for the maintenance of the local street lights and street trees only if (a) the HOA fails to maintain any such street lights pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

There are 283 SFD units and a 2.26 acre park on public streets, with local street lights and street trees within and directly adjacent to them. There are a total of 168 APT units, a 5.71 acre RV Parking lot, and 43 SFD units on private streets, with no public local street lights or street trees.

All of the development receives special benefit from the collector street lighting, street trees, and medians on San Elijo Road and Avenida Soledad.

All of the development receives special benefit from the arterial street lighting and medians on Rancho Santa Fe Road. The median improvements on Rancho Santa Fe Road extend into an open space area that separates The Oaks South from The Oaks North development. This median provides an aesthetic link between the two developments and therefore 50% of the costs of the medians within the open space area to the south of The Oaks North is apportioned to The Oaks North, and 50% is apportioned to The Oaks South.

Zone 12 – La Costa Town Square

The La Costa Town Square development is located on the north east corner of La Costa Avenue and Rancho Santa Fe Road. It is comprised of varying types of land uses that receive special benefit from the street trees, street lighting, and medians within and directly adjacent to the development.

There are 64 SFDs that all have local street lights and trees in the public streets directly adjacent to them. There is a 43.93 acres Non-Res development and 32 SFDs that do not have public local street lights or street trees.

Street trees and street lights along La Costa Avenue are classified as Collector Trees and Collector 40W lights. The La Costa Town Square development is on the north side of La Costa Avenue and will benefit from the street lights along La Costa Avenue, therefore 50% of the street lights along La Costa Avenue have been apportioned to the La Costa Town Square. All the trees in La Costa Avenue directly adjacent to the La Costa Town Square have been apportioned to the La Costa Town Square. The annual cost to maintain these trees and street lights will be spread among the development areas that are directly adjacent to and take access from La Costa Avenue. These include the SFD and Non-Res development areas.

It is anticipated that the HOA will maintain the street trees. The city and the owners of the land within La Costa Town Square have an Agreement to provide for the maintenance of such

improvements by the HOA; therefore, annual assessments will be levied within Zone 12 for the maintenance of the trees only if (a) the HOA fails to maintain any such street lights and trees pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

The entire development also benefits from arterial lighting and medians Rancho Santa Fe Road. There will be approximately 1,795 linear feet of medians in Rancho Santa Fe Road along the south east side of the development (which equals approx. 34,105 sf of medians based on a typical 19' width). The La Costa Town Center development is on both the north and south side of Rancho Santa Fe Road and will benefit from the improved aesthetics of the medians; therefore the entire benefit from the medians in Rancho Santa Fe Road is apportioned to the La Costa Town Square.

Zone 13 – Fair Oaks Valley

The Fair Oaks Valley development is located to the east of the La Costa Oaks development. It is comprised of residential land uses that receive special benefit from the street trees and street lighting within the development.

There are 49 SFDs that all have local 40W street lights and trees in the public streets directly adjacent to them.

Street trees and street lights along Camino Junipero are classified as Collector Trees and Collector 100W lights. The annual cost to maintain these trees and street lights will be spread among the entire development because the entire development takes access from Camino Junipero. However, should the street be extended beyond the Fair Oaks Valley development, then the benefits to the development will be revaluated.

It is anticipated that the HOA will maintain the street trees and street lights. The city and the owners of the land within Fair Oaks Valley have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 13 for the maintenance of the trees and lights only if (a) the HOA fails to maintain any such street lights and trees pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

Zone 14 – Quarry Creek

The Quarry Creek development is located south of Haymar Road. It is comprised of residential land uses that receive special benefit from the street trees and street lighting within the development.

There are anticipated to be an 89 unit APT, 352 SFD and SFA units, 0.9 acre parking lot and 5.2 acres of Parks that will benefit from street trees and street lights located in the public collector roadways within the development.

Street trees and street lights along Hayward Street and Street A, Street B, Street D, Street E are classified as Collector Trees and Collector 100W lights. The annual cost to maintain these trees and

street lights will be spread among the entire development because the entire development takes access from these streets.

It is anticipated that the HOA will maintain the street trees. The city and the owners of the land within Quarry Creek have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 14 for the maintenance of the trees only if (a) the HOA fails to maintain any such trees pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

Zone 15 – Robertson Ranch West Village

The Robertson Ranch West Village development is located on the north east corner of El Camino Real and Tamarack Avenue. It is comprised of varying types of land uses that receive special benefit from the street trees, street lighting, and medians within and directly adjacent to the development.

There are anticipated to be a total of 1.66 acres of designated recreation areas in Planning Area 6 and a total of 174 SFD units in Planning Areas 3 and 6 that have local street lights and trees in the public streets directly adjacent to them. There are anticipated to be a total of 364 APT units in Planning Areas 7 and 8, 14.85 acres of Non-Res in Planning Area 11, 1.20 acres of designated recreation areas in Planning Area 4 are on designated collector streets, and therefore are not considered to have any local street lights or street trees directly adjacent to them. There are anticipated to be 0.40 acres of Park in Planning Area 9/10 and 111 SFD units in Planning Areas 5 and 9/10 that are on private streets, and therefore are not considered to have any local street lights or trees directly adjacent to them. There is anticipated to be a 1.87 acres of designed Non-Res in Planning Area 2 that is located off of El Camino Real that does not benefit from local or collector street lighting or trees.

Robertson Road (from Tamarack Avenue to the landscaping circle and from Wellspring Street to West Ranch Street), West Ranch Street, and the public portion of Gage Drive are designated as Collector Streets. The street lights and street trees along these streets are classified as Collector 40W Lights, Collector 100W Lights, and Collector Trees. The annual cost to maintain these collector improvements will be spread among the development areas that are directly adjacent to and take access from the Collector Streets. The Non-Res in Planning Area 2 does not receive special benefit from the trees and lights on the Collector Streets.

It is anticipated that the HOA will maintain the street trees. The city and the owners of the land within Robertson Ranch have an Agreement to provide for the maintenance of such improvements by the HOA; therefore, annual assessments will be levied within Zone 15 for the maintenance of the local street trees only if (a) the HOA fails to maintain any such street trees pursuant to the Agreement, (b) as a result of the failure of the HOA to maintain any such Improvements, the city is required to undertake such maintenance and (c) the HOA has failed to reimburse the city for the cost of such maintenance as required pursuant to the Agreement.

The entire development receives special benefit from the arterial street lighting on El Camino Real and Tamarack Avenue.

The entire development also benefits from medians in El Camino Real and Tamarak Avenue. There will be approximately 44,726 square feet of medians in El Camino Real along the south side of the development and approximately 1,440 square feet of medians in College Blvd along the easterly side of the development. The Roberson Ranch West Village is on the north side of El Camino Real and the east side of Tamarak Avenue. The developments on the opposite sides of El Camino Real and Tamarak Avenue will benefit from the improved aesthetics of the medians directly adjacent to this property; therefore 50% of the benefit for the medians in El Camino Real and Tamarak Avenue is apportioned to the Robertson Ranch West Village (22,363 sf of medians in El Camino Real and 720 sf of medians in Tamarak Avenue).

ASSESSMENT APPORTIONMENT AND RATES

Equivalent Dwelling Units

To establish the special benefit to the individual parcels within the District, an Equivalent Dwelling Unit system is used. Each parcel of land is assigned Equivalent Dwelling Units ("EDUs") in proportion to the estimated special benefit the parcel receives relative to the other parcels within the District from the streetlights, street trees and medians.

The single-family detached (SFD) residential parcel has been selected as the basic unit for calculation of assessments; therefore, the SFD residential parcel is defined as one Equivalent Dwelling Unit (EDU). A methodology has been developed to relate all other land uses to the SFD residential land use as described below.

Single Family Attached (SFA) Residential. SFA residential uses, including condominiums, are given a factor of 0.80 EDU per dwelling unit. Based on data from representative cities in Southern California, the SFA residential factor of 80 percent is determined by the statistical proportion of relative trip generation from various types of residential uses, in combination with population density per unit.

Apartment (APT) Residential. APT residential uses, also known as multi-family residential uses, are given a factor of 0.60 EDU per dwelling unit. Based on data from representative cities in Southern California, the APT residential factor of 60 percent is determined by the statistical proportion of relative trip generation from various types of residential uses, in combination with population density per unit.

Non-Residential (Non-Res). In converting improved non-residential properties to EDUs, the factor used is the City of Carlsbad average size for a SFD residential lot, which is 1 dwelling unit per 7,500 sq. ft, or approximately 6 dwelling units per acre. Therefore, Non-Res parcels will be assessed 6 EDU per acre or any portion thereof.

Vacant/Parks. Parcels that are designated for parks or parcels that are developable but do not have a finalized development map are assessed based upon the acreage of the parcel. These properties receive special benefits based on their land, as this is the basis of their value. Based upon the opinions of professional appraisers, appraising current market property values for real estate in Southern California, the land value portion of a property typically ranges from 20 to 30 percent of the property's total value.

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Additionally, the utilization of vacant property is significantly less than improved property and vacant property has a traffic generation rate of 0. Therefore, vacant parcels (and park parcels) will be assessed at the rate of 25% of Non-Res properties, or 1.5 EDU per acre or any portion thereof.

Open Space. Parcels designated as open space do not receive special benefits from the Improvements and are therefore exempt from the assessment.

The following table summarizes the EDU formula described above.

EDU FORMULA

Land Use	EDU Rate
Single Family Detached Res (SFD)	1.0 / DU
Single Family Detached Res (SFD-Estates)	1.0 / DU
Single Family Attached Res (SFA)	0.8 / DU
Apartments (APT)	0.6 / DU
Developed Non-Residential (Non-Res)	6.0 / acre
Vacant / Park	1.5 / acre
Open Space	0.0 / acre

DU = Dwelling Unit

The following tables provide the EDU's for the various types of special benefits associated with each Zone, FY 2021-22 budget rates and the maximum assessment rates for FY 2021-22. The budget rates are the calculated assessment rates that are required to generate revenue equal to the annual budget costs. The maximum assessment rates are the maximum amounts allowed to be collected as established in during formation/annexation of the zone into District. The maximum assessment rate increases each year by the Consumer Price Index (CPI) for the San Diego County area. The FY 2021-22 assessment rate will be the lesser of the budget rate and the maximum rate.

For Zone 2, the budget rate for Non-Res parcels with no local lighting exceeds the maximum rate due to an increase in the annual costs for the improvements within the zone. Therefore the FY 2021-22 Assessment Rate has been limited to the FY 2021-22 Maximum Rate per EDU.

For Zone 4, the budget rate for the SFA units exceeds the maximum rate due to an increase in the annual costs for the improvements within the zone. Therefore, the FY 2021-22 Assessment Rate has been limited to the FY 2020-21 Maximum Rate per EDU.

The total amount not collected due to maximum budget limitations for FY 2021-22 is approximately $164.67.

ESTIMATED FY 2021-22 ASSESSMENT ALLOCATION AND RATES

Development	DU	Acres	Local Light EDU	Collector Local Light EDU	Arterial Light EDU	Tree EDU	Collector Tree EDU	Arterial Tree EDU	Median EDU	Collector Median EDU	FY 21-22 Budget Rate ($/EDU)	FY 21-22 Asmt Rate* ($/EDU)	FY 20-21 Maximum Rates ($/EDU)	CPI Adj.	FY 21-22 Maximum Rates ($/EDU)
Zone 1 - Calavera Hills II															
Village E - SFA (NLL)	117				93.6				93.6		$78.88	$78.88	$80.97	4.1%	$84.29
Village H - Non-Res (NLL)		2.00			12.0				12.0		$78.88	$78.88	$80.97	4.1%	$84.29
Village K - SFD	84		84.0		84.0	84.0			84.0		$128.38	$128.38	$234.05	4.1%	$243.65
Village L-2 - SFD	14		14.0		14.0	14.0			14.0		$128.38	$128.38	$234.05	4.1%	$243.65
Village U - SFA (NLL)	135				108.0				108.0		$78.88	$78.88	$80.97	4.1%	$84.29
Village W - SFD	114		114.0		114.0	114.0			114.0		$128.38	$128.38	$234.05	4.1%	$243.65
Village X - Non-Res (NLL) utility		0.08			0.5				0.5		$78.88	$78.88	$80.97	4.1%	$84.29
Village X - SFD	115		115.0		115.0	115.0			115.0		$128.38	$128.38	$234.05	4.1%	$243.65
Village Y - APT (NLL)	106				63.6				63.6		$78.88	$78.88	$80.97	4.1%	$84.29
Village Y - Non-Res (NLL)		1.05			6.3				6.3		$78.88	$78.88	$80.97	4.1%	$84.29
			327.0		611.0	327.0			611.0						
Zone 2 - Kelly Ranch Core															
SFD	147		147.0		147.0				147.0		$130.17	$130.17	$141.89	4.1%	$147.71
APT	451		270.6		270.6				270.6		$130.17	$130.17	$141.89	4.1%	$147.71
Non-Res		2.61	15.7		15.7				15.7		$130.17	$130.17	$141.89	4.1%	$147.71
Non-Res (NLL)		2.63			15.8				15.8		$91.19	$90.61	$87.04	4.1%	$90.61
Non-Res (NLL) utility		1.48			8.9						$3.83	$3.83	$6.31	4.1%	$6.57
Park		0.49	0.7		0.7				0.7		$130.17	$130.17	$141.89	4.1%	$147.71
SFD (NAP)	6		6.0		6.0				6.0		$130.17	$130.17	$141.89	4.1%	$147.71
Vacant (NAP)		5.67	8.5		8.5				8.5		$130.17	$130.17	$141.89	4.1%	$147.71
			448.5		473.2				464.3						
Zone 3 - The Oaks South															
SFD	494		494.0		494.0	494.0			494.0		$4.56	$4.56	$496.95	4.1%	$517.32
Non-Res		1.62	9.7		9.7	9.7			9.7		$4.56	$4.56	$496.95	4.1%	$517.32
			503.7		503.7	503.7			503.7						
Zone 4 - Thompson/Tabata															
SFD	232		232.0		232.0	232.0			232.0		$161.71	$161.71	$262.00	4.1%	$272.74
SFA	24		19.2		19.2				19.2		$161.71	$153.61	$147.56	4.1%	$153.61
			251.2		251.2	232.0			251.2						
Zone 5 - Palomar Forum/Carlsbad Raceway															
Park		1.71	2.6		2.6				2.6		$111.02	$111.02	$194.05	4.1%	$202.01
Non-Res-40W		112.36	674.2		674.2				674.2		$111.02	$111.02	$194.05	4.1%	$202.01
Non-Res-100W		25.49	152.9		152.9				152.9		$113.51	$113.51	$116.58	4.1%	$121.36
			829.7		829.7				829.7						
Zone 6 - Bressi Ranch															
Non-Res		148.71	892.3		892.3				892.3		$79.14	$79.14	$86.00	4.1%	$89.53
Park		12.38	18.6		18.6	18.6			18.6		$60.13	$60.13	$257.72	4.1%	$268.29
SFD	498		498.0		498.0	498.0			498.0		$60.13	$60.13	$257.72	4.1%	$268.29
SFA	100		80.0		80.0				80.0		$60.13	$60.13	$168.57	4.1%	$175.48
SF Estates	25				25.0				25.0		$60.13	$60.13	$66.62	4.1%	$69.35
			1488.8		1513.8	516.6			1513.8						
Zone 7 - The Greens															
Non-Res-NLL		14.96			89.8	89.8			89.8		$54.36	$54.36	$303.51	4.1%	$315.95
Non-Res		12.77	76.6		76.6	76.6			76.6		$54.36	$54.36	$375.32	4.1%	$390.71
Park		5.88	8.8	8.8	8.8	8.8	8.8		8.8		$54.36	$54.36	$462.73	4.1%	$481.70
Park-NC		1.72	2.6		2.6	2.6			2.6		$54.36	$54.36	$375.32	4.1%	$390.71
Park-NLT		32.11		48.2	48.2		48.2		48.2		$54.36	$54.36	$230.89	4.1%	$240.36
SFA	86		68.8		68.8	68.8			68.8		$54.36	$54.36	$375.32	4.1%	$390.71
SFA-NLL	38				30.4	30.4			30.4		$54.36	$54.36	$303.51	4.1%	$315.95
SFD	484		484.0	484.0	484.0	484.0	484.0		484.0		$54.36	$54.36	$462.73	4.1%	$481.70
SFD-NC	107		107.0		107.0	107.0			107.0		$54.36	$54.36	$375.32	4.1%	$390.71
SF Estates	64			64.0	64.0		64.0		64.0		$54.36	$54.36	$230.89	4.1%	$240.36
APT (NAP)	180		108.0		108.0	108.0			108.0		$54.36	$54.36	$375.32	4.1%	$390.71
Non-Res (NAP)		0.65	3.9		3.9	3.9			3.9		$54.36	$54.36	$375.32	4.1%	$390.71
Park-NLL (NAP)		80.81			121.2				121.2		$54.36	$54.36	$143.45	4.1%	$149.33
			859.7	605.0	1213.3	979.9	605.0		1213.3						
Zone 8 - The Ridge															
PARK		0.18		0.3	0.3		0.3		0.3		$30.59	$30.59	$81.65	4.1%	$85.00
SFA	53			42.4	42.4		42.4		42.4		$30.59	$30.59	$81.65	4.1%	$85.00
SFD-NCT	263			263.0	263.0				263.0		$30.59	$30.59	$44.58	4.1%	$46.41
Non-Res (NAP)		2.00		12.0	12.0				12.0		$30.59	$30.59	$44.58	4.1%	$46.41
				317.7	317.7		42.7		317.7						

NC = No Collector Lights/Trees NLL = No Local Lights NLT = No Local Trees DU = Dwelling Unit NAP = Not a Part

* The FY 2021-22 Assessment Rate will be the lesser of the Budget Rate and the Maximum Rate

ESTIMATED FY 2021-22 ASSESSMENT ALLOCATION AND RATES (CONT'D)

Development	DU	Acres	Local Light EDU	Collector Local Light EDU	Arterial Light EDU	Tree EDU	Collector Tree EDU	Arterial Tree EDU	Median EDU	Collector Median EDU	FY 21-22 Budget Rate ($/EDU)	FY 21-22 Asmt Rate* ($/EDU)	FY 20-21 Maximum Rates ($/EDU)	CPI Adj.	FY 21-22 Maximum Rates ($/EDU)
Zone 9 - Oaks North Business Park															
Non-Res		167.83	1,007.0			1,007.0					$51.47	$51.47	$62.12	4.1%	$64.67
			1,007.0			1,007.0									
Zone 10 - Robertson Ranch East Village															
APT	78		46.8		46.8	46.8			46.8		$174.49	$174.49	$282.98	4.1%	$294.58
SFA	84		67.2		67.2	67.2			67.2		$174.49	$174.49	$282.98	4.1%	$294.58
SFD (PA 16, 17, 18)	304		304.0		304.0	304.0			304.0		$174.49	$174.49	$282.98	4.1%	$294.58
Park		2.02	3.03		3.03	3.03			3.03		$174.49	$174.49	$282.98	4.1%	$294.58
SFD (PA 14)	16		16.0		16.0	16.0			16.0		$174.49	$174.49	$282.98	4.1%	$294.58
Non-Res (Util)		2.84			17.04				17.04		$132.40	$132.40	$142.64	4.1%	$148.49
Vacant		5.43			8.15				8.15		$132.40	$132.40	$142.64	4.1%	$148.49
Non-Res (PA 12 - Fire Station)		15.51	93.06		93.06	93.06			93.06		$174.49	$174.49	$282.98	4.1%	$294.58
SFD (PA13)	23		23.00		23.00	23.00			23.00		$174.49	$174.49	$282.98	4.1%	$294.58
Park (PA13)		0.44	0.66		0.66	0.66			0.66		$174.49	$174.49	$282.98	4.1%	$294.58
Vacant (NAP)		5.70			8.55				8.55		$132.40	$132.40	$142.64	4.1%	$148.49
			553.8		587.5	553.8			587.5						
Zone 11 - Oaks North Residential															
SFD	283		283.0	283.0	283.0	283.0	283.0		283.0	283.0	$8.46	$8.46	$394.91	4.1%	$411.10
SFD (NLL)	43			43.0	43.0		43.0		43.0	43.0	$8.46	$8.46	$213.80	4.1%	$222.57
APT	168			100.8	100.8		100.8		100.8	100.8	$8.46	$8.46	$213.80	4.1%	$222.57
Park		2.26	3.39	3.39	3.39	3.39	3.39		3.39	3.39	$8.46	$8.46	$394.91	4.1%	$411.10
Non-Res (NLL)		5.71		34.26	34.26		34.26		34.26	34.26	$8.46	$8.46	$213.80	4.1%	$222.57
			286.4	464.5	464.5	286.4	464.5		464.5	464.5					
Zone 12 - La Costa Town Square															
SFD	63		63.0	63.0	63.0	63.0	63.0	63.0	63.0		$179.13	$179.13	$479.88	4.1%	$499.56
Non-Res		39.66		238.0	238.0		238.0	238.0	238.0		$122.62	$122.62	$162.10	4.1%	$168.75
SFD (NLL)	32				32.0			32.0	32.0		$115.09	$115.09	$129.25	4.1%	$134.55
			63.0	301.0	333.0	63.0	301.0	333.0	333.0						
Zone 13 - Fair Oaks Valley															
SFD	49		49.0	49.0		49.0	49.0				$0.00	$0.00	$509.93	4.1%	$530.84
			49.0	49.0		49.0	49.0								
Zone 14 - Quarry Creek															
APT	89			89.0			89.0				$22.92	$22.92	$134.63	4.1%	$140.15
SFD	114			114.0			114.0				$22.92	$22.92	$134.63	4.1%	$140.15
SFA	238			190.4			190.4				$22.92	$22.92	$134.63	4.1%	$140.15
Non-Res		2.99		17.9			17.9				$22.92	$22.92	$134.63	4.1%	$140.15
Park		5.17		7.8			7.8				$22.92	$22.92	$134.63	4.1%	$140.15
				419.1			419.1								
Zone 15 - Robertson Ranch West Village															
APT (PA 7)	96			57.6	57.6		57.6	57.6	57.6		$64.87	$64.87	$94.11	4.1%	$97.97
APT (PA 8)	268			160.8	160.8		160.8	160.8	160.8		$64.87	$64.87	$94.11	4.1%	$97.97
Non-Res-NC (PA 2)		1.87			11.2			11.2	11.2		$57.60	$57.60	$57.76	4.1%	$60.13
Non-Res (PA 11)		14.85		89.1	89.1		89.1	89.1	89.1		$64.87	$64.87	$94.11	4.1%	$97.97
Park (PA 6)		0.74	1.1	1.1	1.1	1.1	1.1	1.1	1.1		$107.05	$107.05	$302.83	4.1%	$315.25
Park (PA 6)		0.91	1.4	1.4	1.4	1.4	1.4	1.4	1.4		$107.05	$107.05	$302.83	4.1%	$315.25
Park-NLL (PA 4)		1.20		1.8	1.8		1.8	1.8	1.8		$64.87	$64.87	$94.11	4.1%	$97.97
Park-NLL (PA 9/10)		0.40		0.6	0.6		0.6	0.6	0.6		$64.87	$64.87	$94.11	4.1%	$97.97
SFD (PA 3 & 6)	174		174.0	174.0	174.0	174.0	174.0	174.0	174.0		$107.05	$107.05	$302.83	4.1%	$315.25
SFD-NLL (PA 5 & 9/10)	111			111.0	111.0		111.0	111.0	111.0		$64.87	$64.87	$94.11	4.1%	$97.97
			176.5	597.4	608.6	176.5	597.4	608.6	608.6						

NC = No Collector Lights/Trees NLL = No Local Lights NLT = No Local Trees DU = Dwelling Unit NAP = Not a Part

* The FY 2021-22 Assessment Rate will be the lesser of the Budget Rate and the Maximum Rate

The maximum annual maintenance assessment will be increased for cost of living each year according to the change in Consumer Price Index (CPI) for the San Diego County area. (Any other increases or changes to the methodology of the Assessment must be submitted for property owner approval.)

No assessments will be collected in FY 2021-22 for Zone 13 (Fair Oaks Valley) because the HOA is maintaining all improvements within the Fair Oaks Valley development.

PART D – ASSESSMENT ROLL

The Assessment Roll is a listing of the proposed maximum assessment for Fiscal Year 2021-22 apportioned to each lot or parcel, as shown on the last equalized roll of the Assessor of the County of San Diego. The Assessment Roll is on file in the city's Finance Department and is incorporated by reference herein and made part of this Report.

The description of each lot or parcel is part of the records of the Assessor of the County of San Diego and these records are, by reference, made part of this Report.

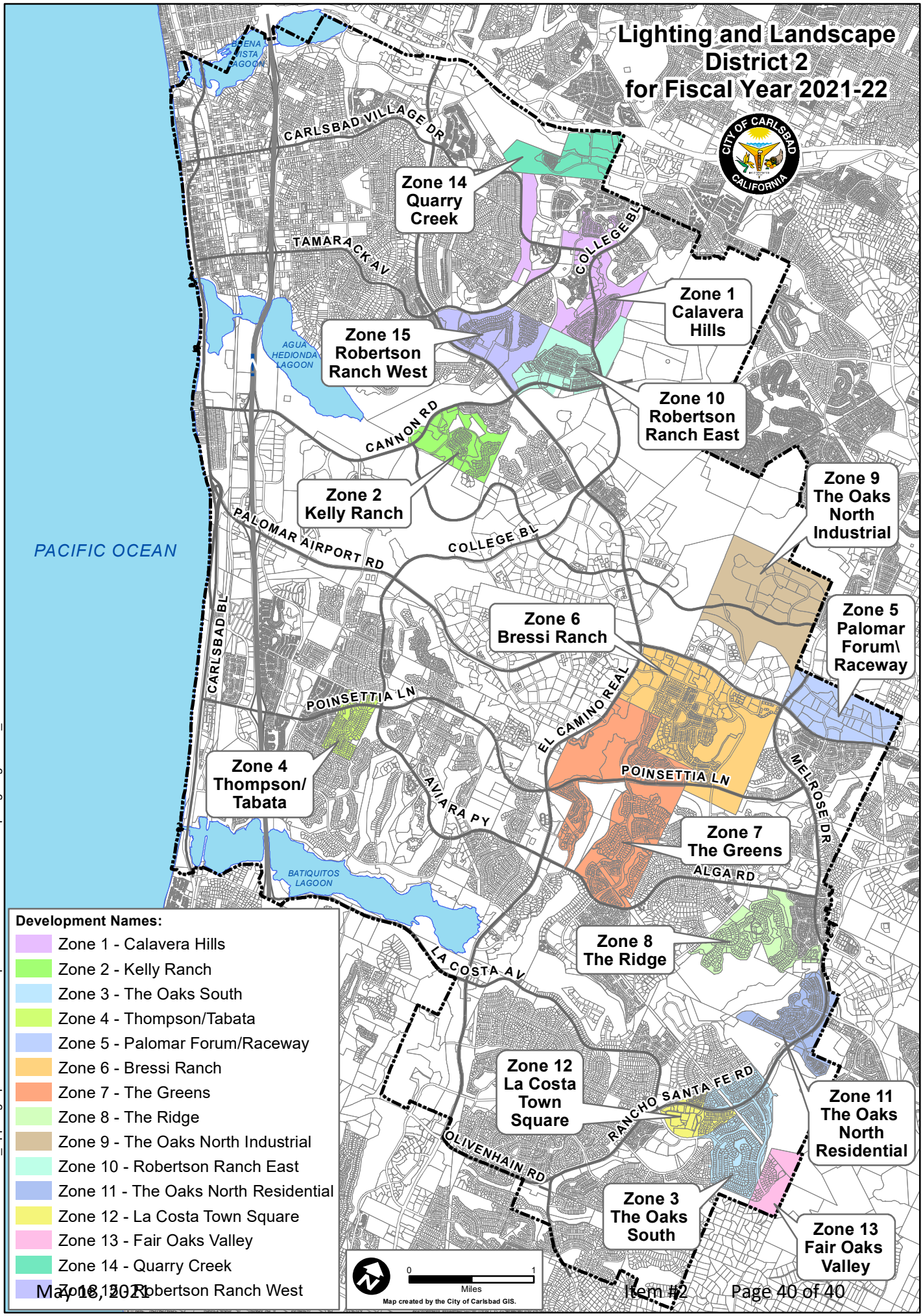
PART E – ASSESSMENT DIAGRAM

An Assessment Diagram for the Maintenance District is provided on the following page.

The lines and dimensions of each lot or parcel within the Maintenance District are those lines and dimensions shown on the maps of the Assessor of the County of San Diego, for the year when this Report was prepared, and are incorporated by reference herein and made part of this Report.

DRAFT

Anna Tan-Gatue, PE
Project Manager
Anna.Tan-Gatue@WeAreHarris.com
P: 949.536.2507


Lighting and Landscape District 2 for Fiscal Year 2021-22
CITY OF CARLSBAD CALIFORNIA
PACIFIC OCEAN
BUENA VISTA LAGOON
AGUA HEDIONDA LAGOON
BATIQUITOS LAGOON
CARLSBAD VILLAGE DR
TAMARACK AV
COLLEGE BL
CANNON RD
PALOMAR AIRPORT RD
CARLSBAD BL
POINSETTIA LN
AVIARA PY
EL CAMINO REAL
MELROSE DR
ALGA RD
LA COSTA AV
RANCHO SANTA FE RD
OLIVENHAIN RD
Zone 14 Quarry Creek
Zone 1 Calavera Hills
Zone 15 Robertson Ranch West
Zone 10 Robertson Ranch East
Zone 2 Kelly Ranch
Zone 9 The Oaks North Industrial
Zone 6 Bressi Ranch
Zone 5 Palomar Forum\ Raceway
Zone 4 Thompson/ Tabata
Zone 7 The Greens
Zone 8 The Ridge
Zone 12 La Costa Town Square
Zone 11 The Oaks North Residential
Zone 3 The Oaks South
Zone 13 Fair Oaks Valley
Development Names:
Zone 1 - Calavera Hills
Zone 2 - Kelly Ranch
Zone 3 - The Oaks South
Zone 4 - Thompson/Tabata
Zone 5 - Palomar Forum/Raceway
Zone 6 - Bressi Ranch
Zone 7 - The Greens
Zone 8 - The Ridge
Zone 9 - The Oaks North Industrial
Zone 10 - Robertson Ranch East
Zone 11 - The Oaks North Residential
Zone 12 - La Costa Town Square
Zone 13 - Fair Oaks Valley
Zone 14 - Quarry Creek
Zone 15 - Robertson Ranch West
0
1
Miles
Map created by the City of Carlsbad GIS.
Document Path: \\shares\GIS_Appl\cbgis\products\Standard Maps\FINANCE\2021\LandscapeLightingDistrict_8x11.mxd

CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Jason Rosado, Assistant to the Treasurer
jason.rosado@carlsbadca.gov, 760-602-2473

Subject: Annual levy of benefit assessments for the Buena Vista Channel Maintenance District Benefit Area No. 1 for Fiscal Year 2021-22

District: 1

Recommended Action
Adopt a resolution authorizing the annual levy of benefit assessments for the Buena Vista Channel Maintenance District Benefit Area No. 1 for fiscal year 2021-22.

Executive Summary
The City Council's approval is needed to levy benefit assessments for the Buena Vista Channel Maintenance District Benefit Area No. 1. This report details that there have been no changes to the original district boundary, the individual assessment cost for each parcel or to the assessment rates proposed for fiscal year 2021-22.

Discussion
The Buena Vista Channel Benefit Assessment District was formed in 1989 at the request of affected property owners to provide an effective and consistent means of maintaining the channel for flood protection. The district includes 28 parcels located north of Marron Road, south of Highway 78, west of El Camino Real and east of Jefferson Street, as shown in Exhibit 2. Annual assessments collected from the property owners in the district are used to pay for the ongoing maintenance and administrative program costs of the channel.

The maintenance program is administered by city staff. Since 2003, this program has removed vegetation and other debris within the conditions of the approved program environmental impact report approved by the City Council in 2003 and the permits issued from the California Department of Fish and Wildlife and California Coastal Commission. The program environmental impact report identified hand removal of the vegetation in one fifth of the northern half of the channel each year based on a five-year rotation as the preferred method of maintaining the channel. This method preferred by the agencies because it restores flood conveyance capacity without dredging the channel bottom.

Field surveys of the channel bottom conducted in 2000, 2004, 2008, 2012 and 2018 indicate there has been no appreciable sediment buildup during this time. However, vegetation growth within the stream impedes the capacity of the channel to convey water, increasing the risk of

flooding. Staff schedules vegetation removal each year, before the winter months, to preserve the integrity of the channel as a flood conveyance corridor.

For compliance with the California Environmental Quality Act, the city prepared a supplemental environmental impact report that was certified by the City Council in 2013.

The current maintenance program requires the clearing of the vegetation on the north side of the creek in segmented intervals. This methodology was designed with input from the agencies with oversight over the aquatic resources within the channel to avoid significant impacts and the need to obtain permits for the works. Staff has received permits from the California Coastal Commission and the California Department of Fish and Wildlife to continue maintenance activities in the channel. These permits are valid through August 2024.

During fiscal year 2020-21, assessment funds were used for annual vegetation removal and environmental reporting services. City staff have evaluated the existing fund balance of the district and recommend assessment rates be kept at a total collection amount of $100,000, at the same parcel assessment rates as previous fiscal years. The original and current formula for leveling the assessments is based upon each owner's proportion of property within the channel.

There has been no change to the original district boundary and no change in the individual assessment cost for each parcel, so the City Council needs only to approve the attached resolution adopting the annual benefit assessments to continue the district's operations for fiscal year 2021-22.

Options

Staff offer the following options for the City Council's consideration:

1. Adopt the attached resolution authorizing the annual levy of benefit assessments for the Buena Vista Channel Maintenance District Benefit Area No. 1 for fiscal year 2021-22.
   Pros
   - Annual assessments from property owners fund ongoing maintenance activities of the Buena Vista Channel and help prevent flooding in the area

   Cons
   - None identified

2. Do not adopt the Resolution and do not collect annual assessments from the property owners
   Pros
   - None identified

   Cons
   - Ongoing maintenance activities may be impacted if annual assessments are not collected from the property owners

Staff recommend the first option for the City Council's approval, adopting the attached resolution authorizing the annual levy of benefit assessments for the Buena Vista Channel Maintenance District Benefit Area No. 1 for fiscal year 2021-22.

Fiscal Analysis

The entire maintenance program, including staff time, annual environmental reporting and vegetation removal, is funded by the benefit assessments collected from the District's adjacent property owners. The proposed fiscal year 2021-22 budget for the district is $195,295. This amount will be funded with the annual assessments, previous interest earnings and accumulated fund balances.

The cash balance of the district at the end of fiscal year 2021-22 is estimated to be approximately $1.4 million. This balance will be used to cover future potential annual operating deficits as well as any large-scale dredging that may be required in the future.

Next Steps

With the City Council's approval, the Finance Department will submit property owner assessments for the upcoming fiscal year to the San Diego County Auditor so that they will be included on property tax rolls. Public Works staff will continue all necessary work and services for the ongoing maintenance and drainage of the Buena Vista Creek Channel.

Environmental Evaluation

A supplemental program environmental impact report (EIR 02-03(A)), candidate findings of fact and the mitigation monitoring and reporting program were prepared for the maintenance and flood control activities of the Buena Vista Creek. The supplemental program environmental impact report was certified by the City Council on June 11, 2013 (Resolution No. 2013-136) in compliance with California Environmental Quality Act Guidelines Section 15090. This annual levy of benefit assessments is within the scope of the prior environmental documents and no further environmental documentation is required under CEQA Guidelines Section 15162.

Public Notification and Outreach

Public notice of this item was posted in keeping with the state's Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution
2. Location map

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING THE ANNUAL LEVY OF BENEFIT ASSESSMENTS FOR THE BUENA VISTA CHANNEL MAINTENANCE DISTRICT BENEFIT AREA NO. 1 FOR FISCAL YEAR 2021-22

WHEREAS, the City Council of the City of Carlsbad, California formed the Buena Vista Channel Maintenance District Benefit Area No. 1 (District) in 1989 pursuant to the petition of affected property owners within the District and the terms and provisions of the Benefit Assessment Act of 1982 (Government Code Section 54703, et. seq.); and

WHEREAS, at this time the City Council is satisfied with the listing of the Annual Benefit Assessments as submitted (Attachments A and B) for the levy of the benefit assessments, and is ready to proceed to levy the annual assessments on each parcel of benefiting property within the boundaries of the District.

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

1. That the above recitations are true and correct.
2. That the boundaries and parcels as approved within the area of benefit designated as Benefit Area No. 1, located within the cities of Oceanside and Carlsbad and shown in Attachment B, are still determined to be the properties benefitting from the proposed works of maintenance and no changes are proposed in the boundaries of Benefit Area No. 1 are proposed.
3. That it is determined that the annual levy of assessment for the maintenance and/or servicing of the improvements are confirmed and levied for the next fiscal year (2021-22), as shown in Attachment A.

4. That it is further determined the applicable the cost of the work and services may be greater than can conveniently be raised from a single annual assessment and the cost of the work and services can be collected over a period of years.

5. That the work of maintenance and/or servicing of improvements to be performed are generally described as follows:

   (a) All necessary work and services for the maintenance and drainage of the Buena Vista Creek Channel between Jefferson Street and El Camino Real, including the preparation of plans and specifications; the preparation of environmental studies; the processing of required governmental and agency permits; the removal and disposal of sediment, vegetation, and other debris; the implementation of required mitigation measures; and all other works of maintenance, said work to be performed within the cities of Oceanside and Carlsbad.

   (b) The proposed work will consist of a yearly clearing program of the channel area based on the certified Program Environmental Impact Report and Supplemental Environmental Impact Report for the Buena Vista Channel.

6. That the city's Finance Department is directed to file assessments for the upcoming fiscal year and submit a final letter of Fixed Charge Special Assessments, as certified by the city clerk, to the County of San Diego Auditor by no later than the third Monday in August, or as required by the County of San Diego Auditor.

7. That the city clerk is directed to file certified copies of this resolution, including Attachments A and B, with the city engineer of the City of Oceanside.

8. That the assessments shall be collected at the same time and in the same manner as County of San Diego taxes are collected, and all laws providing for the collection and

enforcement of County of San Diego taxes shall apply to the collection and enforcement of the assessments.

9. That the city's Finance Department is directed to issue handbills and collect assessments as necessary.

10. That the assessments as above authorized and levied will provide revenue and relate to the fiscal year commencing July 1, 2021 and ending June 30, 2022.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

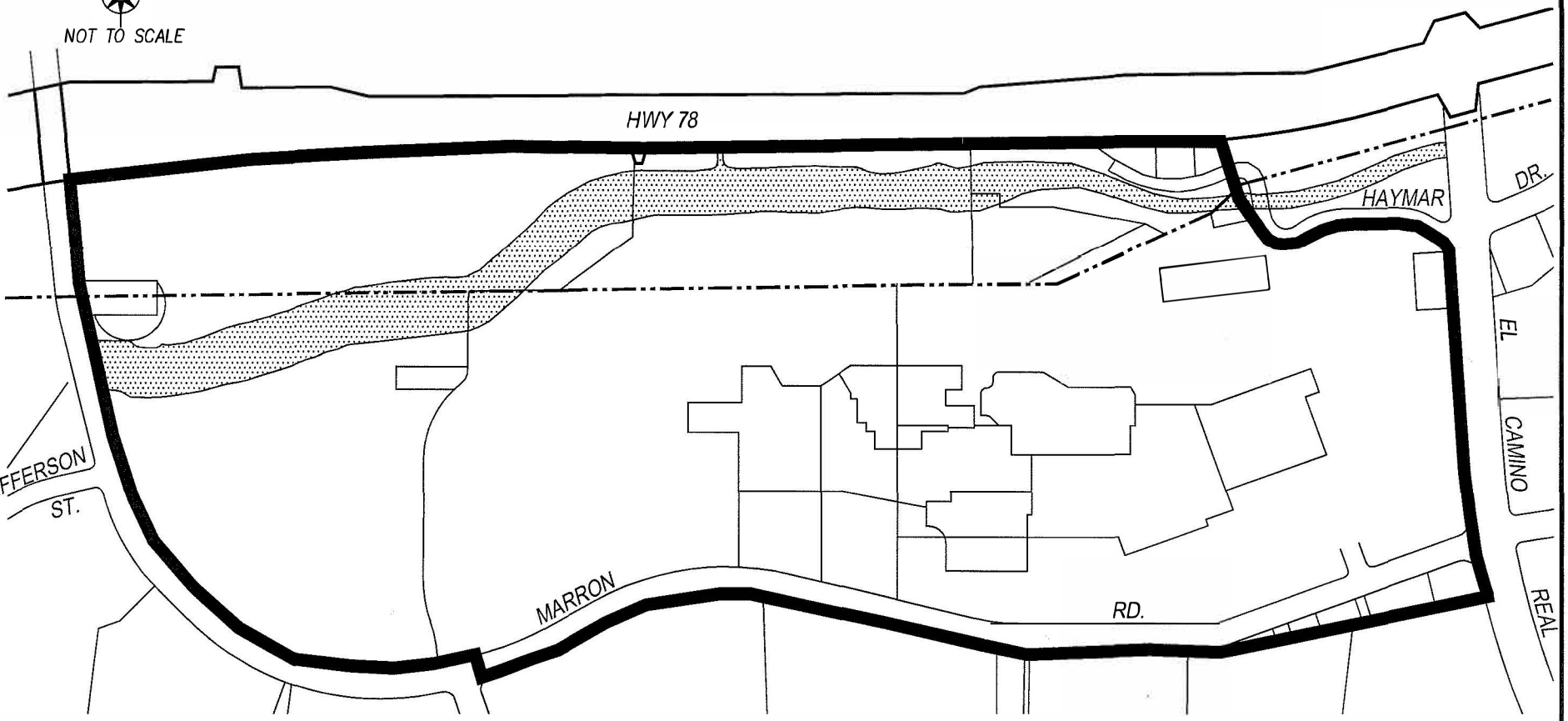
Buena Vista Channel Maintenance District Benefit Area No. 1
Annual Benefit Assessments for Fiscal Year 2021-22

APN	Acreage	Percent	Assessment	Owner
156-301-07	1.39	5.867%	$ 3,185.50	RPI Carlsbad LP
156-301-08	0.72	3.039%	$ 1,650.04	MSC LLC
156-301-09	2.37	10.004%	$ 5,431.39	Sears Roebuck & Co R P I Carlsbad LP
156-301-12	0.33	1.393%	$ 756.27	RPI Carlsbad LP
156-302-05	0.28	1.182%	$ 641.68	Plaza Camino Real
156-302-06	0.78	3.293%	$ 1,787.55	Bridgestone Retail Operations LLC
156-302-07	0.44	1.857%	$ 1,008.36	Western Properties Three LLC/ RPI Carlsbad LP
156-302-09	4.26	17.982%	$ 9,762.75	RPI Carlsbad LP
156-302-10	2.20	9.287%	$ 5,041.80	JC Penney Properties Inc.
156-302-12	0.16	0.675%	$ 366.68	MSC LLC
156-302-15	0.93	3.926%	$ 2,131.31	Macy's Primary Real Estate, Inc.
156-302-16	0.60	2.533%	$ 1,375.04	Macy's Primary Real Estate, Inc.
156-302-18	0.06	0.253%	$ 137.50	RPI Carlsbad LP
156-302-19	0.15	0.633%	$ 343.76	RPI Carlsbad LP
156-302-20	0.32	1.351%	$ 733.35	RPI Carlsbad LP
156-302-21	0.07	0.295%	$ 160.42	RPI Carlsbad LP
156-302-22	0.58	2.448%	$ 1,329.20	Chasm Entertainment Inc / RPI Carlsbad LP
156-302-26	0.83	3.504%	$ 1,902.13	MSC LLC
156-302-27	1.77	7.472%	$ 4,056.36	RPI Carlsbad LP
156-302-30	3.35	14.141%	$ 7,677.28	Plaza Camino Real
156-302-34	1.17	4.946%	$ 2,685.16	RPI Carlsbad LP
156-302-35	0.93	3.919%	$ 2,127.47	RPI Carlsbad LP
Subtotal	23.69	100.000%	$ 54,291.00	
156-302-02	0.58	55.769%	$ 818.69	CRMAD Properties LLC
156-302-03	0.22	21.154%	$ 310.54	Bayrooti Family Trust 01-25-20
156-302-04	0.24	23.077%	$ 338.77	Kristine Peterson and Lorraine Peterson
Subtotal	1.04	100.000%	$ 1,468.00	
156-301-16	19.51	60.855%	$ 26,922.70	Pk I North County Plaza
156-301-17	2.67	8.328%	$ 3,684.45	Crown Jewel Properties LLC
165-120-56	9.88	30.817%	$ 13,633.85	Crown Jewel Properties LLC
Subtotal	32.06	100.0000%	$ 44,241.00	
Total	**56.79**	**100%**	**$ 100,000.00**	

DIAGRAM FOR BENEFIT AREA NO. 1

BUENA VISTA CREEK CHANNEL MAINTENANCE DISTRICT

CITY OF CARLSBAD, STATE OF CALIFORNIA

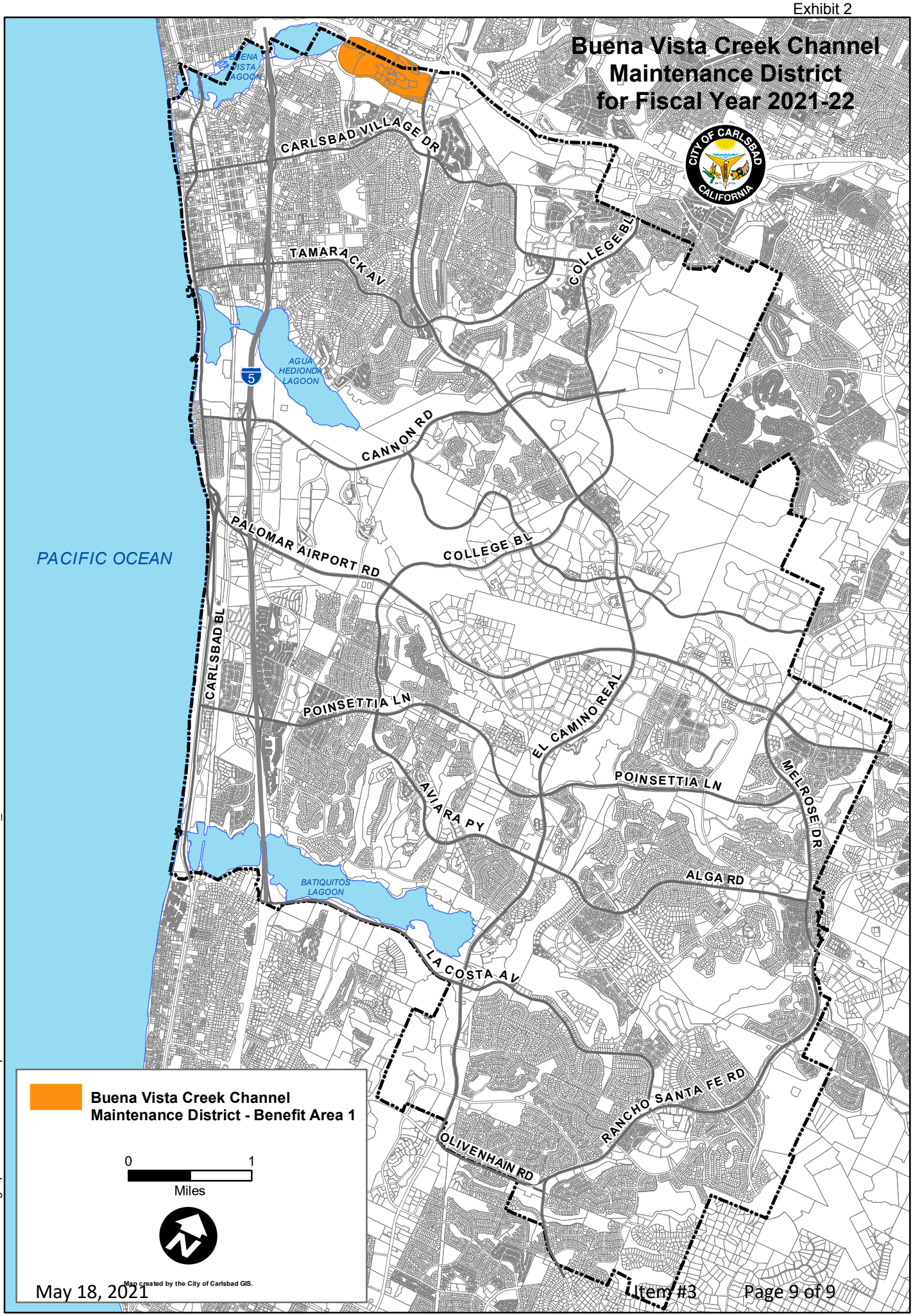


LEGEND:

- CITY BOUNDARY
- DISTRICT BOUNDARY
- PERIODIC CLEANING OF OVERGROWTH AND SILT WITHIN AREA SHOWN

ATTACHMENT B

DRAWN BY: SCOTT EVANS, CARLSBAD ENGINEERING DEPT. 12/4/01 C:\CAPITAL\HOWARD\BVC-MAINT2.DWG



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CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Debbie Porter, Senior Management Analyst
debbie.porter@carlsbadca.gov, 760-621-1221

Judy von Kalinowski, Human Resources Director
judy.vonkalinowski@carlsbadca.gov, 760-473-4670

Subject: Award an Agreement for the Third-Party Administration of Workers' Compensation Claims to AdminSure, Inc.

District: All

Recommended Action

Adopt a resolution awarding an Agreement for the third-party administration of workers' compensation claims to AdminSure, Inc.

Executive Summary / Discussion

In January 2021, the city requested proposals from outside third-party administrators to manage and administer its workers' compensation claims. The current contract with AdminSure expires May 31, 2021.

A workers' compensation third-party administrator partners with city staff to provide employees the medical treatment they need to recover and return to work as quickly as possible. This type of third-party administrator investigates and manages claims in accordance with the regulations adopted by state's Division of Workers' Compensation, coordinates medical treatment, interfaces with employees who have experienced a work-related injury or illness, provides compliance and financial reporting services, coordinates claim settlements and performs other related functions, such as cost containment, utilization and medical bill review, and payment of benefits to employees.

The city received five proposals for this work. The proposals were evaluated based on the quality of the proposals, cost, experience, staff qualifications and level of services available. The city also conducted interviews with the three companies that had the highest-rated proposals. AdminSure received the highest overall rating during the evaluation process. The evaluation is on file with the Office of the City Clerk.

AdminSure Inc. proposed services to the city consisting of five claims adjusters and management staff with specialized California professional licenses and certifications and other staff assigned as needed, including registered nurses, state certified bill reviewers and contracted physicians. The services also include maintaining records in specialized databases

and allowing city staff in the Human Resources Department to access these records for purposes of monitoring claim resolution and reviewing data analytics to help with injury prevention and cost management.

The term of the proposed agreement with AdminSure will be for five years. The annual fee for the first year is $238,800, with a 3% increase for each of the subsequent years. A scope of services provided by AdminSure and a price proposal is included in Attachment A of Exhibit 1 of this staff report.

Under Carlsbad Municipal Code Section 3.28.060, the City Council's approval is required for the city to procure services and professional services that will cost the city more than $100,000 per agreement year.

Options

Staff provides the following options for the City Council's consideration:

1. Authorize execution of an agreement for third-party administration of workers' compensation claims to AdminSure in the amount of $238,800 for the first agreement year of a five-year agreement with price increases of 3% for each additional agreement year for a total agreement value of $1,267,822.
   Pros
   - Contractor has trained staff with specialized skills, state licenses and certifications who are available on an as-needed basis to respond to a varying workload
   - Lowest cost and highest-rated bidder
   - Sufficient funding is available for the agreement

   Cons
   - None identified
2. Do not authorize execution of an agreement to AdminSure and request staff re-solicit agreement at a future date.
   Pros:
   - None identified

   Cons:
   - Creates a delay in providing medical treatment to employees who have experienced a work-related injury or illness
   - Likely higher bids and increased contract cost
   - Likely to require additional funding appropriation
   - Potential protest by the lowest responsible and responsive bidder

Staff recommend City Council adopt option 1 above. The agreement would become effective June 1, 2021.

Fiscal Analysis

The proposed agreement contains an annual fee of $238,800 in the first year and a 3% increase for each of the subsequent years. Sufficient funds for this expense have been included in the fiscal year 2020-21 budget and future fiscal year impacts will be reflected during the annual budget process.

Next Steps

Staff will complete all administrative actions necessary to implement the new agreement with AdminSure.

Environmental Evaluation (CEQA)

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

Public Notification and Outreach

Public notice of this item was posted in keeping with the Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AWARDING AN AGREEMENT FOR THIRD PARTY ADMINISTRATION OF WORKERS' COMPENSATION CLAIMS TO ADMINSURE, INC.

WHEREAS, the City Council of the City of Carlsbad, California has determined that the city requires the professional services of a third party administrator that is experienced in managing and administering the city's workers' compensation claims.

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

1. The above recitations are true and correct.
2. The Agreement awarding the contract to AdminSure Inc. to provide third party administration of workers' compensation claims (Attachment A) is approved.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:
NAYS:
ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

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AGREEMENT FOR THIRD PARTY ADMINISTRATION FOR WORKERS' COMPENSATION CLAIMS ADMINISTRATION SERVICES
ADMINSURE

THIS AGREEMENT is made and entered into as of the _____ day of _____, 20___, by and between the CITY OF CARLSBAD, a municipal corporation, ("City"), and AdminSure Inc., a corporation, ("Contractor").

RECITALS

A. City requires the professional services of an outside agency that is experienced in third party administration of workers' compensation claims.

B. Contractor has the necessary experience in providing professional services and advice related to the administration of workers' compensation claims.

C. Contractor has submitted a proposal to City and has affirmed its willingness and ability to perform such work.

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

1. SCOPE OF WORK

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

2. STANDARD OF PERFORMANCE

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

3. TERM

The term of this Agreement will be effective for a period of five years from June 1, 2021.

4. TIME IS OF THE ESSENCE

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

5. COMPENSATION

The total fee payable for the Services to be performed during the initial Agreement year will be two hundred thirty-eight thousand eight hundred dollars ($238,800). The total fee payable for the Services to be performed shall increase by three percent (3%) per Agreement year in years two through five. No other compensation for the Services will be allowed except for items covered by subsequent amendments to this Agreement. The City reserves the right to withhold a ten percent (10%) retention until City has accepted the work and/or Services specified in Exhibit "A".

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

6. STATUS OF CONTRACTOR

Contractor will perform the Services in Contractor's own way as an independent contractor and in pursuit of Contractor's independent calling, and not as an employee of City. Contractor will be under control of City only as to the result to be accomplished, but will consult with City as

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necessary. The persons used by Contractor to provide services under this Agreement will not be considered employees of City for any purposes.

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

7. SUBCONTRACTING

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

8. OTHER CONTRACTORS

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

9. INDEMNIFICATION

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

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

10. INSURANCE

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

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

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

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

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

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

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

10.2.1 The City will be named as an additional insured on Commercial General Liability which shall provide primary coverage to the City.

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

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

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

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

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10.5 Submission of Insurance Policies. City reserves the right to require, at any time, complete and certified copies of any or all required insurance policies and endorsements.

11. BUSINESS LICENSE

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

12. ACCOUNTING RECORDS

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

13. OWNERSHIP OF DOCUMENTS

All work product produced by Contractor or its agents, employees, and subcontractors pursuant to this Agreement is the property of City. In the event this Agreement is terminated, all work product produced by Contractor or its agents, employees and subcontractors pursuant to this Agreement will be delivered at once to City. Contractor will have the right to make one (1) copy of the work product for Contractor's records. Contractor shall agree and understand that all discussions with the Contractor and all information gained by the Contractor as a result of the Contractor's performance under the contract, shall be confidential and that no reports, documentation, or material prepared as required by the contract shall be released to the public without the prior written consent of the City of Carlsbad.

14. COPYRIGHTS

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

15. NOTICES

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

For City		For Contractor	
Name	Ed Garbo	Name	Alithia Vargas-Flores
Title	Risk Manager	Title	President
Department	Human Resources	Address	3380 Shelby Street
	City of Carlsbad		Ontario CA 91764-5566
Address	1635 Faraday Ave	Phone No.	909-396-5814
	Carlsbad CA 92008	Email	Avargas-flores@adminsure.com
Phone No.	760-814-4288		

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

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16. CONFLICT OF INTEREST

Contractor shall file a Conflict of Interest Statement with the City Clerk in accordance with the requirements of the City of Carlsbad Conflict of Interest Code. The Contractor shall report investments or interests in all categories.

Yes ☐ No ☒

17. GENERAL COMPLIANCE WITH LAWS

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

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

18. DISCRIMINATION AND HARASSMENT PROHIBITED

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

19. DISPUTE RESOLUTION

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

20. TERMINATION

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

Either party upon tendering thirty (30) days written notice to the other party may terminate this Agreement. In this event and upon request of City, Contractor will assemble the work product and put it in order for proper filing and closing and deliver it to City. Contractor will be paid for work performed to the termination date; however, the total will not exceed the lump sum fee payable

under this Agreement. City will make the final determination as to the portions of tasks completed and the compensation to be made.

Upon expiration or termination of the contract, Contractor shall assist the City to ensure an orderly transfer of responsibility and/or continuity of those services required under the terms of the contract to an organization designated by the City, if requested in writing. Contractor shall provide and/or perform any or all of the following responsibilities:

- Contractor shall deliver, FOB destination, prepaid, all records, documentation, reports, data, recommendations, master, or printing elements, etc., which were required to be produced under the terms of the contract to the City and/or to the City's designee within seven (7) calendar days after receipt of the written request. Any and all records which are on electronic media must be delivered in a format which is compatible with the system(s) currently in use by the City of Carlsbad.
- Contractor shall agree to continue providing any part or all of the services in accordance with the terms and conditions of the contract for a period not to exceed thirty (30) calendar days after the expiration, termination or cancellation date of the contract for a price not to exceed those prices set forth in the contract.

21. COVENANTS AGAINST CONTINGENT FEES

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

22. CLAIMS AND LAWSUITS

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

23. JURISDICTION AND VENUE

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

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24. SUCCESSORS AND ASSIGNS

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

25. ENTIRE AGREEMENT

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

26. AUTHORITY

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

CONTRACTOR

By: _____
(sign here)

Alithia Vargas-Flores, President
(print name/title)

By: Ashley Sells
(sign here)

Ashley Sells, Secretary
(print name/title)

CITY OF CARLSBAD, a municipal corporation of the State of California

By: _____
Mayor

ATTEST:

_____
BARBARA ENGLESON
City Clerk

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

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

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

APPROVED AS TO FORM:

CELIA A. BREWER, City Attorney

BY: _____
Assistant City Attorney

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EXHIBIT "A"

SCOPE OF SERVICES

Contractor shall provide usual and customary claims administration services that shall include, at minimum, the following:

1) Review all claims and loss reports filed against the City of Carlsbad and provide a copy of your Best Practices for claim handling.

2) Thoroughly investigate all claims made against City of Carlsbad through appropriate claim procedures as necessitated by the severity of the injury and ensure correct payment of medical and time loss claims.

3) Provide assistance with tracking COVID-19 claims pursuant to SB 1159 Section 3 and Section 4 and AB 685.

4) Provide cost containment services, including medical fee reductions and a preferred provider network, provide quarterly report of cost containment services.

5) Integrate the current Medical Provider Network into the claims management process.

6) Prepare claim files for submission to a defense attorney.

7) Attend trials, mediations and /or settlement conferences as appropriate.

8) Develop and maintain an investigative file on each claim in accordance with an approved format by the City of Carlsbad. Files are to be readily available for the City of Carlsbad to review and shall be well documented and up-to-date.

9) Notify excess insurance carriers of claims and or occurrences at predetermined levels required by Excess insurers within 30 days of recognition. Provide information and status of claims as requested by the excess insurance carrier. Obtain reimbursements from Excess carrier and maintain accurate refund records on the claim file.

10) Develop and maintain a claims database to be used in the administration of the claims and to generate reports to the City of Carlsbad.

11) Provide the City of Carlsbad with a monthly report of account for individual claims and aggregate loss experience analysis. This report shall show the status of each open claim and experience year-to-date of all claims.

12) Have the capability of providing data necessary to prepare financial and statistical reports on losses or claims.

13) Within 24 hours contact employees and/or injured parties regarding the status of their claim. Return calls or inquiries from employees and/or injured parties within 24 hours of receipt of inquiry.

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14) Provide assistance as necessary to the City of Carlsbad staff for proper procedural handling of claims.

15) Identify and investigate all subrogation possibilities for potential recovery including investigation, evaluation and negotiation of subrogation cases. Maintain financial records of all recoveries on the claim file.

16) Attend quarterly meetings with the City of Carlsbad staff.

17) Prepare administrative reports required by the State of California. Monitor the compliance of the City's employer reporting requirements and record keeping requirements and advise of any deficiencies in the City of Carlsbad overall self-insured compliance matters.

18) Prepare and/or assist City staff with all appropriate responses to audits and inquiries of all regulatory agencies.

19) Provide 24/7 on-line electronic access to the City of Carlsbad's claims, including payments, claim notes, status and messaging capabilities and ad-hoc report capability.

20) Provide sufficient data producing capability to provide the reporting requirements outlined in this RFP as well as a sufficient records and electronic data retention and back-up and business recovery plan.

21) Provide Bi-Annual program review of claim activity, claim frequency, total incurred, and payment analysis.

22) Have, at a minimum, the following qualifications:
    1. A claims administration office located in Southern California.
    2. The Contractor's firm and staff should have five years of experience in handling claims for self-insured public entities.
    3. Sufficient staff to conduct field investigations, prompt reporting, prompt adjudication of medical and time loss payments and the appropriate level of supervisory personnel to assure compliance with the content of the proposal. The City shall be notified within 24 hours of professional staff turnover and resumes for replacements shall be provided to the City prior to selection.
    4. The Contractor's third party administrator services shall be provided in compliance with all applicable federal, state and local laws, requirements and/or ordinances relating to such services.

23) Prepare data to provide to actuary upon request.

24) Maintain and keep all records directly related to the City of Carlsbad's accounts.

25) Upon reasonable notice and at a reasonable time during normal business hours, allow authorized City Human Resources personnel the privilege, of inspecting, examining and/or auditing, any/all records which are directly related to the City's accounts. All inspection, examination and/or auditing shall be conducted at the Contractor's locations where records shall normally be kept. All expenses related to such inspection, examination and/or auditing will be the responsibility of the city.

Price Proposal – Guaranteed Pricing

Workers' Compensation Program Services

Flat Fee – Claims Administration *(Includes all open, closed, and future claims)*	▪ *Year one shall not exceed $19,900 per month* ▪ *3% increase for all future years*
Electronic 5020 Process	▪ *No Additional Fee*
Transition & Implementation	▪ *No Additional Fee*
City On-Line Access (All Data/Reports)	▪ *No Additional Fee – Unlimited Number of Read-Only Users*
All Reports & Custom/Ad Hoc Reports	▪ *No Additional Fee*
MMSEA, WCIS, ISO/EDEX & 1099s	▪ *No Additional Fee*
Training & Development of Special Account Instructions/Procedures, MCM Services, Internal MPN/Banking Management	▪ *No Additional Fee. Please note that any MCM, MPN, or banking fees charged by the City's choice of MCM, MPN, or bank shall be at-cost as we shall not add on any fee for our internal assistance/services*
All Meetings, Claim Reviews, Forms, Correspondence, Posters, Pamphlets, Checks, and Storage of Claims	▪ *No Additional Fee* ▪ *Note: Legal Representatives and Copy Services are ancillary costs captured in each claim file and we do not add on any additional fee*

CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Sarah Reiswig, Management Analyst
sarah.reiswig@carlsbadca.gov, 760-500-9335

Judy von Kalinowski, Human Resources Director
judy.vonkalinowski@carlsbadca.gov, 760-473-4670

Subject: Settlement of the Workers' Compensation Claims of Arthur Viera for $450,000

District: All

Recommended Action
Adopt a resolution approving the settlement of the workers' compensation claims of Arthur Viera for $450,000

Executive Summary / Discussion
Arthur Viera, a retired police officer, sustained work-related injuries in the course of his employment. This compromise and release settlement permanently resolves and fully releases the city of liability for his two open claims.

This settlement is being brought before the City Council because, under City Council Resolution 2015-086, workers' compensation settlements exceeding $50,000 require the council's approval.

The terms of the proposed settlement are set forth in the request for settlement authority document, which is on file in the Human Resources Department and has been reviewed by the City Attorney's Office and the city's workers' compensation defense attorney. The applicant, applicant attorney, defense attorney, excess insurance carrier and the city agreed upon the terms which were recommended by AdminSure Inc., the city's workers' compensation third party administrator.

Options
Authorizing this settlement through such a compromise and release process permanently closes the open claims and fully releases the city from future liability of new or further injury claims. The settlement provides a lump sum payment for permanent disability and future medical care costs.

Declining to settle this claim through a compromise and release would require the city to settle through a stipulated award or findings and award issued by a workers' compensation appeals

board judge following a trial. Mr. Viera would be entitled to retroactive permanent disability benefits and biweekly permanent disability payments moving forward, until the award is paid in full. Additionally, the city will continue paying for medical care as needed and will remain liable for new and further injury exacerbation, litigation costs, medical, utilization review costs and/or treatment complications.

Fiscal Analysis

The cost of the settlement is $450,000. Funding for this is included in the adopted fiscal year 2020-21 budget. CNA, the city's excess insurance provider at the time of injury, has confirmed it will reimburse the city $263,000. Additional reimbursement will be requested from the State Compensation Insurance Fund. Total out of pocket costs for settlement, after reimbursements, will be $187,000 or potentially substantially less.

Next Steps

The settlement will be reviewed and approved by the state Workers' Compensation Appeals Board. Once approved by that board, benefit payments will be issued by AdminSure.

Environmental Evaluation (CEQA)

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

Public Notification and Outreach

Public notice of this item was posted in keeping with the Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING SETTLEMENT OF THE WORKERS' COMPENSATION CLAIMS OF ARTHUR VIERA

WHEREAS, AdminSure Inc., the city's third-party administrator, has recommended a settlement of the workers' compensation claims of Arthur Viera; and

WHEREAS, all parties have agreed to settle these claims before the state Workers' Compensation Appeals Board.

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

1. That the above recitations are true and correct.
2. That the expenditure of $450,000 from the Workers' Compensation Self-Insurance Fund is authorized for the settlement of said claims.
3. That the City Council approves the Request for Settlement Authority on file in the Human Resources Department.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Suzanne Smithson, Library & Cultural Arts Director
Suzanne.smithson@carlsbaca.gov, 760-602-2010

Subject: Acceptance of $157,620 donation from the Carlsbad Library & Arts Foundation

District: All

Recommended Action
Adopt a resolution accepting a $157,620 donation to the City of Carlsbad's Library & Cultural Arts Department from the Carlsbad Library & Arts Foundation.

Executive Summary
The Carlsbad Library & Arts Foundation has generously offered to donate $157,620 to the City of Carlsbad's Library & Cultural Arts department, as follows:

- $13,142 from its William D. Cannon Art Gallery Endowment Fund to support programs, exhibits, and activities associated with the William D. Cannon Art Gallery at the Carlsbad City Library complex
- $50,000 from its Robert H. Gartner Endowment Fund to support cultural programming in the Ruby G. Schulman Auditorium at the Carlsbad City Library complex
- $94,478 from its Benson Family Endowment Fund to provide funding in part for the library collection and in part to support programs and services of the Library Learning Center.

These donations are being brought before the City Council because Carlsbad Municipal Code 2.08.100, donations to the city of more than $5,000 require the approval of the City Council.

Discussion
The Carlsbad Library & Arts Foundation was launched in 1998 with its mission to seek, cultivate and provide financial support for the City of Carlsbad's library and cultural arts facilities and programs and ensure they serve community needs.

One way the foundation achieves this mission is by attracting and managing major gifts. Through the generosity of community members, three endowments have been established to support specific programs and services:

- The William D. Cannon Art Gallery endowment was established with a gift from Teresa M. Cannon in 1999, to support the activities and programs of the William D. Cannon Art Gallery located at the Carlsbad City Library complex.
- The Robert H. Gartner endowment was established in 2005 and is designated to support cultural programming in the Ruby G. Schulman Auditorium located at the Carlsbad City Library complex.
- The Benson Family endowment was established in 2014 with a gift from Dr. and Mrs. Russell Benson through the Benson Family Trust, for the use and benefit of the Library Learning Center and for the acquisition of books and other library materials for the libraries.

If the donation is approved by City Council, the Library & Cultural Arts Department will send an appropriate letter of thanks to the Carlsbad Library & Arts Foundation for this generous donation.

Fiscal Analysis

These donations will be used as stated above to enhance cultural programming, visual arts activities and library services through the Library & Cultural Arts department. Appropriation of these funds will be included in the fiscal year 2021-22 budget process.

Next Steps

The Library & Cultural Arts department will apply these funds as appropriated in the FY 2021-22 budget to deliver the identified programs and services.

Environmental Evaluation

In keeping with Public Resources Code section 21065, this action does not constitute a "project" within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment and therefore does not require environmental review.

Public Notification and Outreach

Public notice of this item was posted in keeping with the state's Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACCEPTING A DONATION OF $157,620 FROM THE CARLSBAD LIBRARY & ARTS FOUNDATION TO THE CITY OF CARLSBAD'S LIBRARY & CULTURAL ARTS DEPARTMENT

WHEREAS, the City Council of the City of Carlsbad, California has determined that the Carlsbad Library & Arts Foundation has generously offered to donate $157,620 to the City of Carlsbad's Library & Cultural Arts department, as follows: $13,142 from its William D. Cannon Art Gallery Endowment Fund, $50,000 from its Roberts H. Gartner Endowment, $94,478 from its Benson Family Endowment Fund; and

WHEREAS, acceptance of this donation will provide enhanced cultural programming in the Ruby G. Schulman Auditorium, support programs, exhibits, and activities associated with the William D. Cannon Art Gallery, purchase library materials and support programs and services at the Library Learning Center.

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

1. That the above recitations are true and correct.
2. That the City Council accepts with thanks the donation of $157,620 from the Carlsbad Library & Arts Foundation.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Richard Schultz, Cultural Arts Manager
richard.schultz@carlsbadca.gov, 760-602-2086

Subject: Approve fiscal year 2021-22 Arts & Culture Master Plan Initiatives

District: All

Recommended Action
Adopt a resolution approving three additional Arts & Culture Master Plan initiatives in fiscal year 2021-22.

Executive Summary
At the meeting of April 13, 2021, the City Council received a status update on the Arts & Culture Master Plan. Staff provided additional initiatives for the City Council to consider supporting in fiscal year 2021-22. The City Council directed staff to pursue three new Arts & Culture Master Plan initiatives in fiscal year 2021-22 and to return with a resolution memorializing this direction and authorizing inclusion of these costs in the fiscal year 2021-22 operating budget.

Discussion
Following the presentation, the City Council approved this financial support for three new Arts & Culture Master Plan initiatives in fiscal year 2021-22:

1. Ongoing annual cost of $107,392 for additional part-time staffing to support arts education and outreach efforts
2. One-time increase of $9,680 to community arts grant funds for fiscal year 2021-22 to address the volume of requests that outpace available grant funding
3. One-time $50,000 to engage a consultant to assess the current status of the gallery's amenities, review current and future trends in presenting exhibitions and recommend best practices for developing a plan, process and timeline to upgrade the William D. Cannon Gallery

Fiscal Analysis

Costs associated with the three approved initiatives are listed below. Funding for them will be included in the city's fiscal year 2021-22 operating budget.

Option	Description	Year-one cost	Annual ongoing cost
1	Arts Education outreach	$107,392	$107,392
2	10% increase in community arts grants	$9,680	N/A
3	Cannon Gallery study	$50,000	N/A
	Total costs	**$167,072**	**$107,392**

Next Steps

The Library & Cultural Arts department will apply these funds as appropriated in the fiscal year 2021-22 budget to develop and implement the three approved initiatives.

Environmental Evaluation (CEQA)

In accordance with Public Resources Code Section 21065, receiving this report does not constitute a "project" within the meaning of the California Environmental Quality Act in that it has no potential to cause either a direct physical change in the environment, or a reasonably foreseeable indirect change in the environment, and does not require environmental review.

Public Notification and Outreach

Public notice of this item was posted in keeping with the Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA APPROVING THREE ADDITIONAL ARTS & CULTURE MASTER PLAN INITIATIVES IN FY 2021-22

WHEREAS, the City Council of the City of Carlsbad, California has shown its commitment to fostering arts and culture in the community as a core value of life in Carlsbad through the previous approval of the Arts & Culture Master Plan; and

WHEREAS, the City of Carlsbad finds that city resources dedicated to the arts and culture will result in significant and important value to its residents, the arts and culture sector and the overall community by supporting artists and the creation of dynamic arts and cultural experiences; and,

WHEREAS, the Cultural Arts Office presented a progress report to the City Council, including additional initiatives to consider; and,

WHEREAS, the City Council authorized the launch of three additional initiatives and the associated funding.

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

1. That the above recitations are true and correct.
2. That the City Council authorizes three additional Arts & Culture Master Plan initiatives including staffing to support arts education and outreach efforts, increased Community Arts Grants funding and a consultant to develop a plan to upgrade the William D. Cannon Gallery.
3. That funding including $167,072 one-time and $107,392 annual ongoing for the authorized initiatives will be incorporated into the preliminary fiscal year 2021-22 operating budget.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____

MATT HALL, Mayor

_____

BARBARA ENGLESON, City Clerk

(SEAL)

CITY COUNCIL
Staff Report

Meeting Date: May 18, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Laura Rocha, Deputy City Manager, Administrative Services
laura.rocha@carlsbadca.gov, 760-602-2415

Ryan Green, Finance Director
ryan.green@carlsbadca.gov, 760-602-2414

Subject: Fiscal Year 2021-22 Budget - Preliminary Operating, Strategic Digital Transformation Investment Program and Capital Improvement Program

Recommended Action

- Accept report and set a public hearing of June 8, 2021 for adoption of the Fiscal Year 2021-22 Operating Budget, Capital Improvement Program and Strategic Digital Transformation Investment Program and adoption of the changes to the Master Fee Schedule
- Adopt a resolution approving the appropriation of General Fund reserves in fiscal year 2020-21 to pay down $10 million of the city's existing pension liability to the California Public Employees Retirement System and the appropriation and transfer of $3.5 million from General Fund reserves to the Infrastructure Replacement Fund

Executive Summary

The presentation of the Preliminary Fiscal Year 2021-22 Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program is an opportunity for the City Council and the community to review the proposed budget for the upcoming fiscal year.

The Strategic Digital Transformation Investment Program is a comprehensive approach to planning for and funding digital transformation efforts throughout the city. The purpose of this new program is to provide an annual investment strategy, not a commitment for spending, by outlining a five-year expenditure plan for future digital transformation and technology projects and the corresponding revenues necessary to pay for them.

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

The City Council will be asked at a public hearing on June 8, 2021, to approve operating budget expenditures of $316.8 million, Strategic Digital Transformation Investment Program funding of $4.9 million and Capital Improvement Program funding of $56.2 million for fiscal year 2021-22.

At the City Council meeting on April 27, 2021, the City Council directed the use of $13.5 million of General Fund reserves in excess of the 40% target requirement for:

- A payment of $10 million to CalPERS to pay down existing unfunded pension liability
- A transfer of $3.5 million from the General Fund to the Infrastructure Replacement Fund

Staff is now returning with a resolution to carry out the City Council's direction in the current fiscal year 2020-21.

Discussion

Operating budget

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

City Council goal-setting has historically been an opportunity to clarify city policy priorities and inform how resources are allocated in the city budget. Staff held workshops with the City Council to discuss priorities on Feb. 4, 2021, Feb. 11, 2021, and March 11, 2021, and the City Council approved the following four priorities as areas of focus for the upcoming fiscal year:

- 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
- Reduce the homeless unsheltered population, among those who want help, by 50 percent within five years
- Bring the Fire Department into conformance with the Standards of Cover evaluation[1]
- 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

Staff presented work plans to put the City Council's goals into operation at the council meetings on April 27, 2021 and May 12, 2021. The approved work plans are integrated throughout the city's fiscal year 2021-22 operating budget and Capital Improvement Program.

Maintaining good fiscal health remains a significant priority. Meeting this objective preserves the city's ability to continue providing important programs and services to the community. The operating budget's principles and fiscal recovery priorities help guide the city's evolution through uncertain times, supporting economic recovery through changes to our policies and programs where applicable, focusing on resiliency over the long-term by using temporary solutions to bridge revenue losses expected in the short-term and seeking new ways to conduct work through efficiencies and new platforms or service models.

[1] The Standards of Cover evaluation identified both the current deployment performance of the Fire Department and the city's desired service levels and then assessed the city's ability to provide them. This evaluation was begun by an outside consultant in 2019 and completed and presented to the City Council on May 19, 2020.

The City Council has a policy of maintaining a reserve with the target balance of 40% of the General Fund operating budget. These are the cash balances made available from the prudent fiscal policy of bringing a balanced budget annually, and at times seeing unexpected revenues, or expenditures coming in lower than the budget. One of the purposes of this reserve is to protect against cyclical swings in the economy and to fund large one-time expenditures. The City Council's recently set goals employ a strategy of using $5.9 million of the General Fund reserves to fund the one-time expenditures to effectively execute the goals. The additional one-time expenditures funded by reserves result in a projected deficit in fiscal year 2021-22. Excluding these, the city projects an operational surplus.

The recommended Preliminary General Fund Operating Budget totals $184.2 million, with estimated revenues of $178.8 million. General Fund revenues provide a representative picture of the local economy. These revenues are of particular interest because they contain most of the discretionary funds that pay for basic city services, such as police, fire, library and cultural arts services, street and park maintenance and recreation. A summarized outlook of the major General Fund revenues can be found in the operating budget overview.

The operating budget overview also contains a detailed look at expenditures by type, General Fund transfers to other funds and information about the City Council contingency fund. The chart below shows the adopted fiscal year 2020-21 General Fund budget as well as the proposed fiscal year 2021-22 budget.

General Fund summary for fiscal year 2021-22

(in millions)

	Adopted budget 2020-21	Proposed budget 2021-22
Total revenues	$ 164.8	$ 178.8
Expenditure base for personnel, services, and programs	154.7	175.7
Revenues over base expenditures	10.1	3.1
City Council contingency, capital outlay, and transfers	8.9	8.5
Total expenditures	163.6	184.2
Revenues over total expenditures	$ 1.2	$ (5.4)

The proposed budget for next fiscal year includes 772.25 permanent full- and three-quarter-time employees, an increase of 24.5 compared to the fiscal year 2020-21 adopted budget. Additionally, there is a proposed increase of 7.22[2] part-time employees, for a net personnel increase of 31.72.

[2] Part-time personnel figures are presented as their hourly, full-time equivalent basis.

The proposed additional employees in support of the City Council's fiscal year 2021-22 goals include the:

- Police Department's addition of three full-time positions in support of the City Council's goal to reduce the city's homeless unsheltered population
- Housing & Homeless Services Department's addition of a new director, housing services manager, program manager and management analyst in support of the City Council's goal to reduce the city's homeless unsheltered population
- Fire Department's addition of nine full-time paramedic firefighters, three full-time emergency medical technicians and 3.0 hourly, full-time equivalent EMT personnel in support of the City Council's goal to meet the department's Standards of Cover

The operating budget overview contains a full breakdown of personnel costs for the General Fund and a comprehensive list of all full-time additions.

Lastly, enterprise fund revenues, including those from water, wastewater services and solid waste management and the city's golf course, are projected at $79.1 million, a $1.2 million or 1.6% increase over projected fiscal year 2020-21 revenues. The budgeted expenditures are estimated at $86.4 million for fiscal year 2021-22, which is an increase of $2.9 million or 3.5% over the fiscal year 2020-21 adopted budget. A more detailed look at the year-over-year variances in the city's enterprise funds, as well as information about the city's other special revenue funds, can be found in the operating budget overview.

Capital Improvement Program

Carlsbad's philosophy is to take a proactive, long-range planning approach to building and maintaining high quality facilities and infrastructure that support the needs and priorities of the community. Projects in the Capital Improvement Program, or 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. The CIP is organized into several classifications, including planning, maintenance and operations, capital projects (both regulatory and policy-driven and community enhancements), and project accounting.

Estimated budget information is shown for a 15-year period to provide the most comprehensive information about known future projects. All future construction costs are estimates and are reviewed and further refined each year. A more detailed look at the city's strategy to invest in the quality of life through its capital improvements and how the city evaluates projects can be found in the CIP document.

Overall, 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. The following table details appropriations by project type.

Capital Improvement Program projects for fiscal year 2021-22 appropriations by type
(in millions)

	Percent	Total cost
Civic projects	15%	$ 8.2
Parks	4%	2.6
Drainage	13%	7.2
Sewer	20%	11.5
Water and recycled water	6%	3.1
Transportation	42%	23.6
Total	100%	$ 56.2

Strategic Digital Transformation Investment Program

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. The Strategic Digital Transformation Investment Program, or 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 the City Council in Connected Carlsbad.

Estimated budget information in this program 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. More information about the city's strategy to invest in digital transformation and how the city evaluates these projects can be found in the SDTIP document.

The fiscal year 2021-22 SDTIP outlines 33 continuing and new projects planned over the next five years at an estimated total cost of $26.9 million. The city has already appropriated $11.5 million towards these projects. Approximately $4.9 million in new appropriations are proposed to execute the fiscal year 2021-22 projects. The estimated costs over the course of the following four years is estimated to require additional funding of $10.5 million for the continuation of existing projects as well as funding for new projects. The table below presents estimated total project costs by primary goal area in Connected Carlsbad:

Strategic Digital Transformation Investment Program projects for fiscal year 2021-22 appropriations by Connected Carlsbad goal area
(in millions)

	Percent	Total cost
Pursue communitywide digital transformation	49%	$ 13.1
Build capacity for data-driven decision making	3%	0.8
Foster a vibrant civic engagement culture	6%	1.6
Enhance accessibility and transparency	6%	1.7
Promote security and sustainability through connectivity	36%	9.7
Total	100%	$ 26.9

General fees, charges for services and development impact fees

A comprehensive cost of service study is prepared every five to seven years to update the calculation of the cost and confirm that fees and charges for service do not exceed the updated cost. Most recently, staff presented preliminary findings of a comprehensive cost of service study to the City Council on Dec. 10, 2019, for most general city fees and development service fees, and the City Council requested additional comparative city data to inform its direction. Staff has updated the cost of service study with the most updated financial information and to include additional comparative data and will present recommendations as a separate report to the City Council at the May 18, 2021 City Council meeting.

Additionally, each year city staff evaluate and propose changes to fees and charges for services not included in the comprehensive fee study, such as ambulance fees, trash service fees and all development impact fees. Results of this annual review are captured in the city's Master Fee Schedule to ensure that the fees being charged do not exceed direct and indirect costs of providing the service. Based on the analysis for fiscal year 2021-22, staff is recommending the changes as shown in the attached Exhibit 4. This includes three new fees:

- Shooting range hazardous waste disposal fee charged to recover increases in hazardous waste disposal costs at the Safety Training Center shooting range. This fee will offset costs associated with increases in hazardous waste disposal fees, materials required to package hazardous waste and transportation costs. The fee is based on city costs to purchase packaging material and city costs to hire third-party contractors to collect, transport and dispose of this hazardous waste at special disposal sites.
- Fats, oils, and greases fee (charged to food establishments to cover the cost of inspection and compliance efforts to help prevent sanitary sewer overflows). The fee is based on an assessment of cost and considered survey data from other cities and wastewater agencies that would apply to city services associated with this fee. Staff time includes on-site inspection of prevention practices including inspection of employee educational records, cleaning records, best management practices such as sink drain traps and trash receptacles for food solids, and inspection of grease devices. The fee also accounts for employee travel-time, record keeping, and educational materials provided to the food establishment.
- Potable water shutdown fee to recover costs when a developer connects into a main line and Utilities staff must turn valves to shut off the water during the connection process. Staff time includes shutdown planning, on-site presence during construction activities and ensuring consistent water quality. The cost recovery basis uses the comparable data of a recycled water shutdown, which is captured in this year's fee schedule update.

Documents showing that these fees do not exceed the reasonable cost the city incurs in providing the service associated with the fee are on file with the departments that charge these three new fees. The proposed Master Fee Schedule also includes the elimination of fees for sewer benefit areas A, B, G, J, L, and M because a recent assessment concluded that sufficient funds have been collected to fulfill the project costs associated with these fees.

Increases to the city's trash collection rates are set by the contracted service provider and go into effect July 1, 2021. Details on these increases can be found in Exhibit 5.

Additional CalPERS payment and transfer to the Infrastructure Replacement Fund
City Council Policy No. 74 dictates that the General Fund reserve calculation be equal to or less than 40% of the prior year's operating budget using the prior fiscal year's adopted General Fund budgeted expenditures. At the discretion of the City Council, reserve levels in excess of the 40% target requirement may be used for one-time opportunity cost purposes. As of June 30, 2020, the total General Fund reserve exceeded the city's 40% target by $32.2 million.

At the April 27, 2021, City Council meeting, staff provided options for potential uses of the excess General Fund reserve. The City Council approved an option to pay down the existing pension liability to the California Public Employees Retirement System, or CalPERS, which would be a one-time opportunity cost. City Council Policy 86, Pension Funding Policy, commits the city to achieve a combined pension funded ratio, that is, including both the city's miscellaneous and safety plans, of no less than a minimum of 80%, with a target funded ratio range of 80% to 85%. The city's combined pension funded ratio was 79% at the end of fiscal year 2019-20. Approximately $6.9 million would be needed to meet the 80% funding goal and $35.8 million to meet the 85% funding foal. At the April 27 meeting, the City Council approved a $10 million additional discretionary payment to CalPERS, decreasing the city's annual costs and saving the city in interest payments over the next 15 years, as long as other conditions remain the same.

Additionally, staff provided an option to contribute to the city's long-term capital fund, the Infrastructure Replacement Fund. During the fiscal year 2020-21 budget process, the city decreased the typical amount to set aside annually for the city's long-term capital needs from 6% of General Fund revenues to 3% because of the uncertainty related to the economy during the COVID-19 pandemic. This percentage was reduced to avoid needing to make additional cuts in personnel and maintenance and operations expenditures in the General Fund in response to the pandemic's economic environment. However, increasing the amount allocated to the Infrastructure Replacement Fund will allow interest to accumulate to help offset the cost of future city capital replacement needs. As a result, the City Council directed a transfer of $3.5 million to the city's fiscal year 2020-21 commitment to the Infrastructure Replacement Fund to reach the typical 6% that is set aside.

City staff recommends that the City Council adopt a resolution to carry out its direction for the additional discretionary pension payment and transfer to the Infrastructure Replacement Fund.

Fiscal Analysis

This is the Preliminary Operating, Capital Improvement Program and Strategic Digital Transformation Investment Program Budget for Fiscal Year 2021-22 and any changes made by staff or the City Council will be reflected in the final documents at the adoption meeting on June 8, 2021.

If the City Council adopts the resolution for use of the city's excess General Fund reserves, then city staff will appropriate General Fund reserves and pay down $10 million of the city's existing pension liability and appropriate and transfer $3.5 million from the city's General Fund to the Infrastructure Replacement Fund. The city's General Fund reserve balance will decrease by $13.5 million.

Next Steps

On June 8, 2021, the City Council will hold the public hearing to consider adoption of the Fiscal Year 2021-22 Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program and the revised Master Fee Schedule. Any changes directed by the City Council will be reflected in the final documents at the adoption meeting on June 8, 2021.

Environmental Evaluation (CEQA)

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

Public Notification and Outreach

Public notice of this item was posted in keeping with the state's Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution
2. Fiscal Year 2021-22 Preliminary Operating Budget, Strategic Digital Transformation Investment Program and Capital Improvement Program
3. Fiscal Year 2021-22 General Fund Critical Supplemental Requests
4. Fiscal Year 2021-22 Non-General Fund Critical Supplemental Requests
5. Fiscal Year 2021-22 Proposed Master Fee Schedule Changes
6. Fiscal Year 2021-22 Waste Management Rate Changes

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE APPROPRIATION OF GENERAL FUND RESERVES IN FISCAL YEAR 2020-21 TO PAY DOWN $10 MILLION OF THE CITY'S EXISTING PENSION LIABILITY TO THE CALIFORNIA PUBLIC EMPLOYEES RETIREMENT SYSTEM (CALPERS), AND THE APPROPRIATION AND TRANSFER OF $3.5 MILLION FROM GENERAL FUND RESERVES TO THE INFRASTRUCTURE REPLACEMENT FUND

WHEREAS, the City Council's Policy on General Fund Reserves allows for General Fund reserve levels in excess of the 40% target requirement to be used for one-time opportunity cost purposes at the discretion of the City Council; and

WHEREAS, as of June 30, 2020, the total General Fund reserve exceeded the city's 40% target; and

WHEREAS, the City Council directed staff to return with a resolution authorizing the appropriation of $10,000,000 from the General Fund Reserves to make a one-time discretionary payment to the California Public Employees Retirement System to pay down the city's existing pension liability was recommended; and

WHEREAS, the City Council directed staff to return with a resolution authorizing a one-time operating transfer of $3,500,000 from the General Fund reserve to the Infrastructure Replacement Fund.

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

1. That the above recitations are true and correct.
2. That an additional discretionary payment to the California Public Employees Retirement System will decrease the city's annual costs and save the city in interest payments over the next 15 years, all other variables held equal.
3. That a one-time appropriation of $10,000,000 from the General Fund Reserves to pay down the city's existing pension liability to the California Public Employees Retirement System is approved.
4. That a transfer to the Infrastructure Replacement Fund will allow interest to accumulate to help offset the cost of future city capital replacement needs.

5. That a one-time operating transfer of $3,500,000 from the General Fund to the Infrastructure Replacement Fund to pay for the city's long-term capital needs is approved.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

FISCAL YEAR

2021–22 BUDGET

Operating Budget | Capital Improvement Program
Strategic Digital Transformation Program

City of Carlsbad California

FISCAL YEAR

2021–22 BUDGET

PRELIMINARY

Operating Budget | Capital Improvement Program
Strategic Digital Transformation Program

CITY COUNCIL

Matt Hall
Mayor

Keith Blackburn
Mayor Pro Tem

Cori Schumacher
District 1

Priya Bhat-Patel
District 3

Teresa Acosta
District 4

City of Carlsbad

Budget preparation team

Finance team

Brigid Drury, Senior Accountant
Bridget Desmarais, Management Analyst
Marcelo Penha, Senior Management Analyst
Ryan Green, Finance Director

Leadership team

Scott Chadwick, City Manager
Celia Brewer, City Attorney
Geoff Patnoe, Assistant City Manager
Gary Barberio, Deputy City Manager, Community Services
Paz Gomez, Deputy City Manager, Public Works
Laura Rocha, Deputy City Manager, Administrative Services
Mike Calderwood, Chief, Fire Department
Maria Callander, Director, Information Technology
Sheila Cobian, Assistant to the City Manager, Office of the City Manager
Tom Frank, Director, Public Works Transportation
Morgen Fry, Executive Assistant, Office of the City Manager
Neil Gallucci, Chief, Police Department
David Graham, Chief Innovation Officer, Innovation & Economic Development
Ryan Green, Director, Finance
Jason Haber, Director, Intergovernmental Affairs, Office of the City Manager
Kyle Lancaster, Director, Parks & Recreation
John Maashoff, Manager, Public Works Facilities & Fleet
Faviola Medina, City Clerk Services Manager, Office of the City Clerk
Jeff Murphy, Director, Community Development
Suzanne Smithson, Director, Library & Cultural Arts
Vicki Quiram, Director, Public Works Utilities
Kristina Ray, Director, Communication & Engagement
Baq Taj, Engineering Manager, Public Works Construction Management & Inspections
Judy Von Kalinowski, Director, Human Resources
James Wood, Jr., Manager, Public Works Environmental Management

Department budget preparers & reviewers

Cindy Anderson, Police Department
Conrad Avila, Finance
Bonnie Elliott, Parks & Recreation
Fred Gaines Jr, Transportation
Shawn Gaskari, Facilities & Fleet
Shoshana Aguilar, Utilities
Esther Lan, Finance
Jennie Marinov, Fire Department
Robyn Nuschy, City Attorney's Office
Megan Powers, Environmental Management
Sarah Sanders, Risk Management
Richard Schultz, Library & Cultural Arts
Craddock Stropes, Public Works Admin.
Bradley Northup, Facilities & Fleet
Sue Armstrong, Communication & Engagement
Pat Downie, City Clerk's Office
Fiona Everett, Library & Cultural Arts
Ed Garbo, Risk Management
Brent Gerber, Information Technology
Chad Kantner, Parks & Recreation
Tom Mallory, Communications & Engagement
Debbie Jo McCool, Library & Cultural Arts
Debbie Porter, Human Resources
Jason Rosado, City Treasurer's Office
Laureen Ryan, Community Development
Joe Stewart, Innovation & Economic Dev.
Cynthia Vigeland, Community Services
Faviola Medina, City Clerk's Office

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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%**

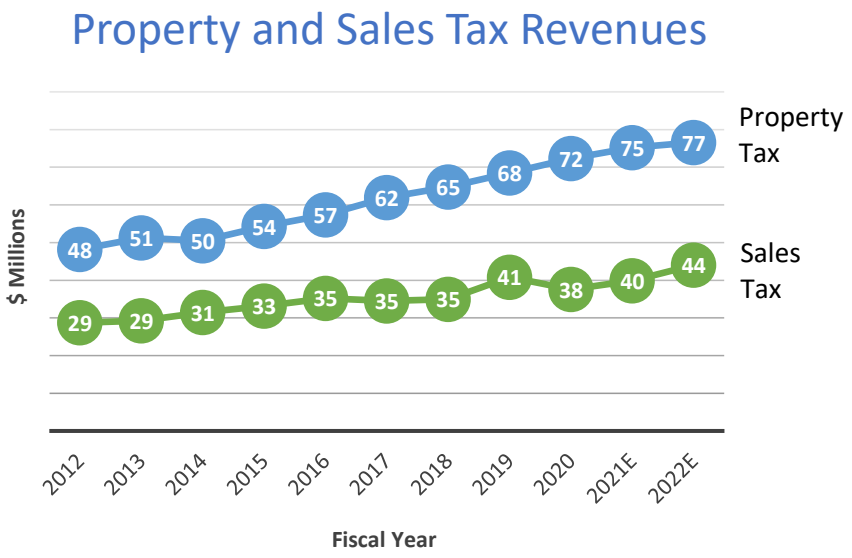
The uncertainty of COVID-19 has drastically impacted the city's ability to accurately forecast sales tax, transient occupancy tax, income from property and investments, and other revenues. Restrictions on economic activity imposed by California's Governor at least partially limited a majority of Carlsbad's 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.

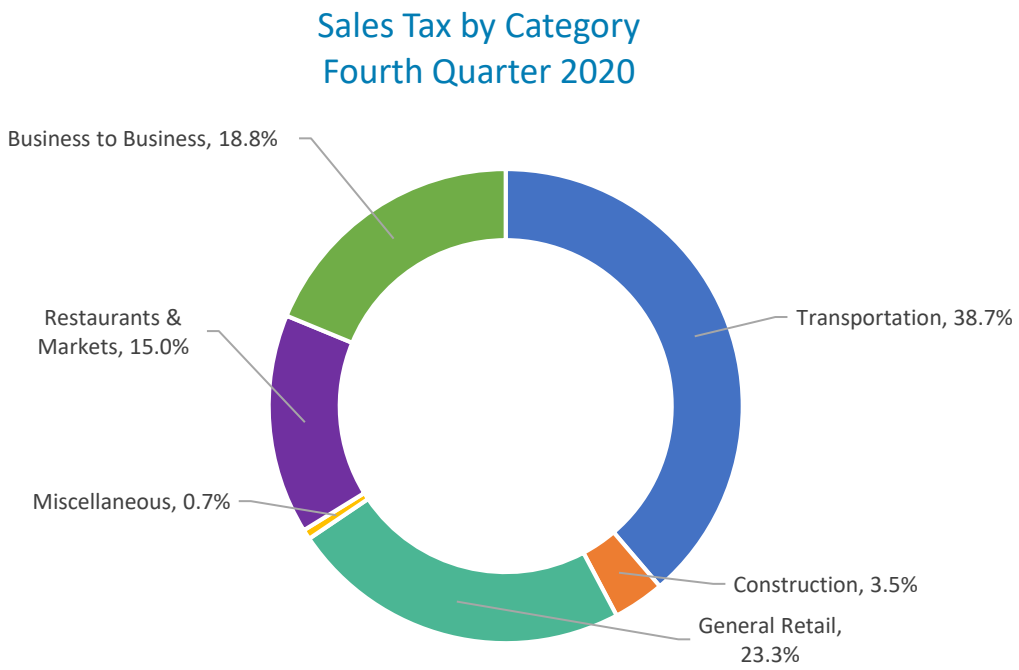
Assessed values on the residential real estate are expected to grow modestly, capped by California's Proposition 13. Proposition 13, adopted in 1978, limits the annual increase in assessed values for property. Under this proposition, assessed values (and the related property tax) can grow by no more

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.



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.

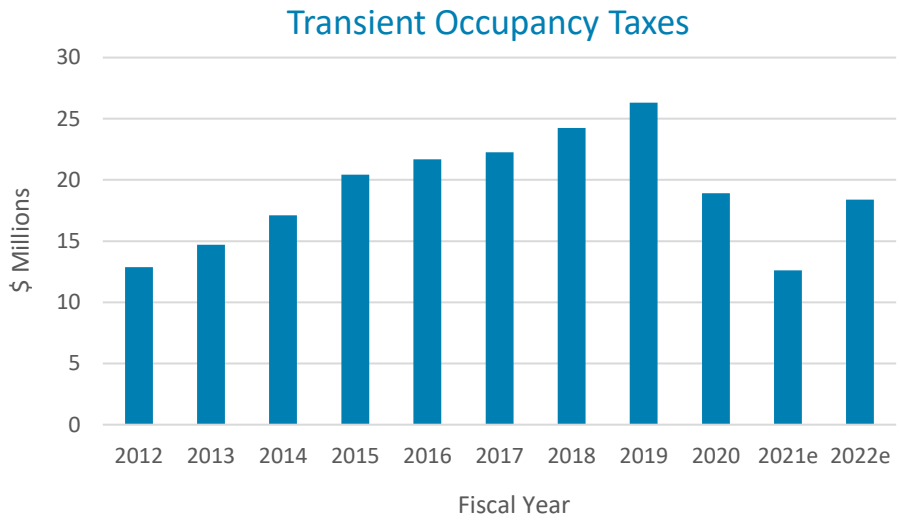


Sales Tax revenues generally move in step with economic conditions and overall Carlsbad's economy has been neutral during the pandemic. However, the economic conditions of some segments have suffered, and others have grown. The restrictions resulting from the COVID-19 pandemic have led to increases in 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.

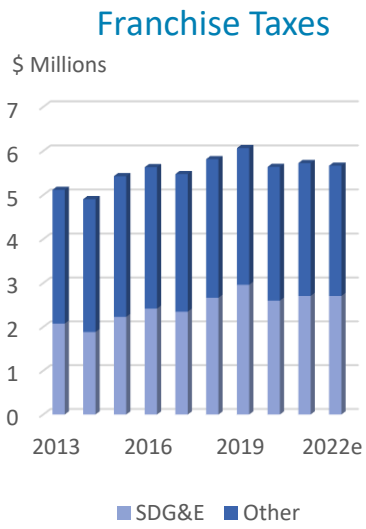


The third highest General Fund revenue source is Transient Occupancy Tax, also known as TOT or hotel tax. TOT is forecasted to increase by 47% in fiscal year 2021-22 when compared to estimated fiscal year 2020-21 revenues. This increase, while significant, is still lower than peak levels seen in fiscal 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.

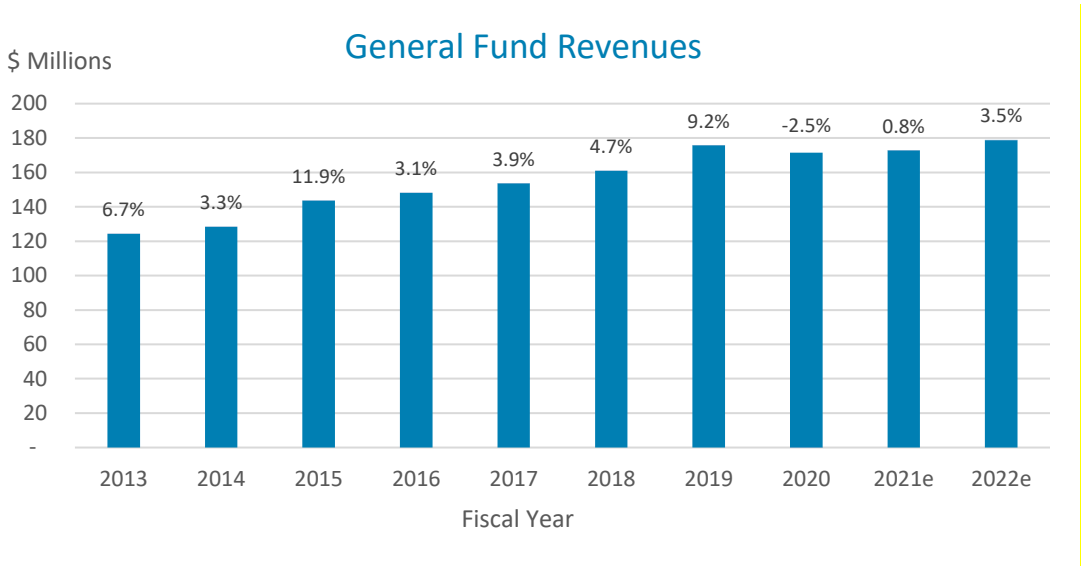
Ambulance fee revenues are estimated at the average of the past five years or $2.6 million. This is an increase of 3% or $63,000 when compared to current year estimates. The city plans to conduct an ambulance fee study in fiscal year 2021-22 to review the city's rates and cost of ambulance service.

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.



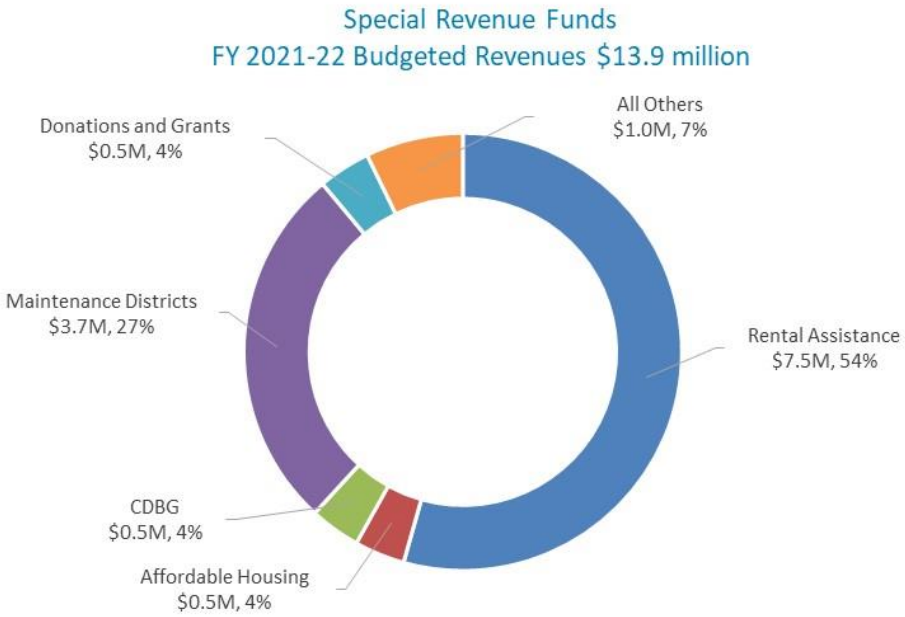
Overall, as reflected in the above bar chart, General Fund revenues are expected to be up 3.5% from fiscal year 2020-21 estimates as the city begins to recover from the economic downturn caused by the COVID-19 pandemic. Driven by the removal of COVID-19 related restrictions and pent up consumer demand, 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:

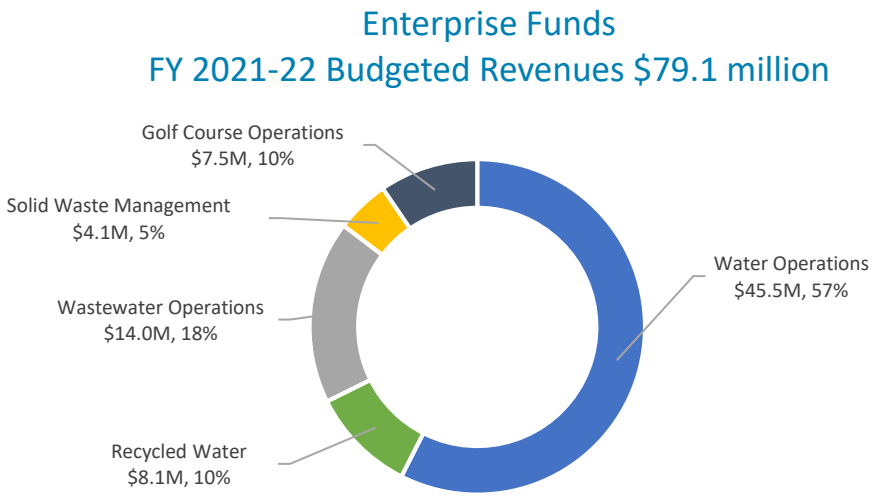
- Federal Grants (Rental Assistance and Community Development Block Grants)
- Special fees and assessments (Affordable Housing and Maintenance Assessment Districts)
- Donations (Library, Cultural Arts, Recreation and Senior Donations)



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 is 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.

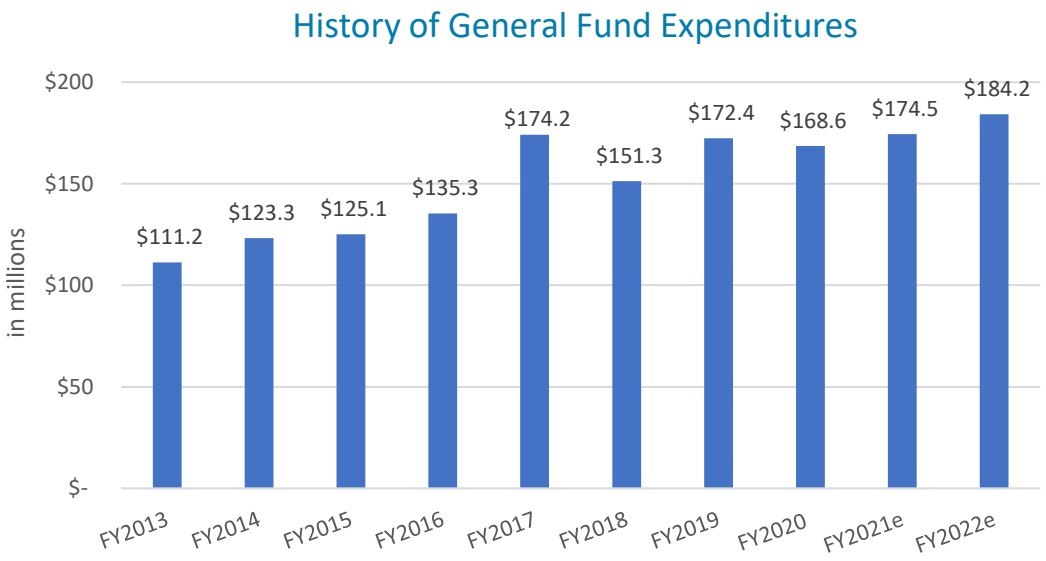
Capital Outlay includes budgeted equipment purchases over $1,000. Capital outlay purchases of $890,000 are budgeted in the General Fund for fiscal year 2021-22. The majority is associated with the purchase of two new ambulances in the Fire Department, related to the City Council goal to bring the Fire 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.



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	$184.2 million
General Fund deficit including one-time expenditures	$ 5.4 million
General Fund reserves allocated to one-time expenditures	$ 5.9 million
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	$ 0.5 million
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.

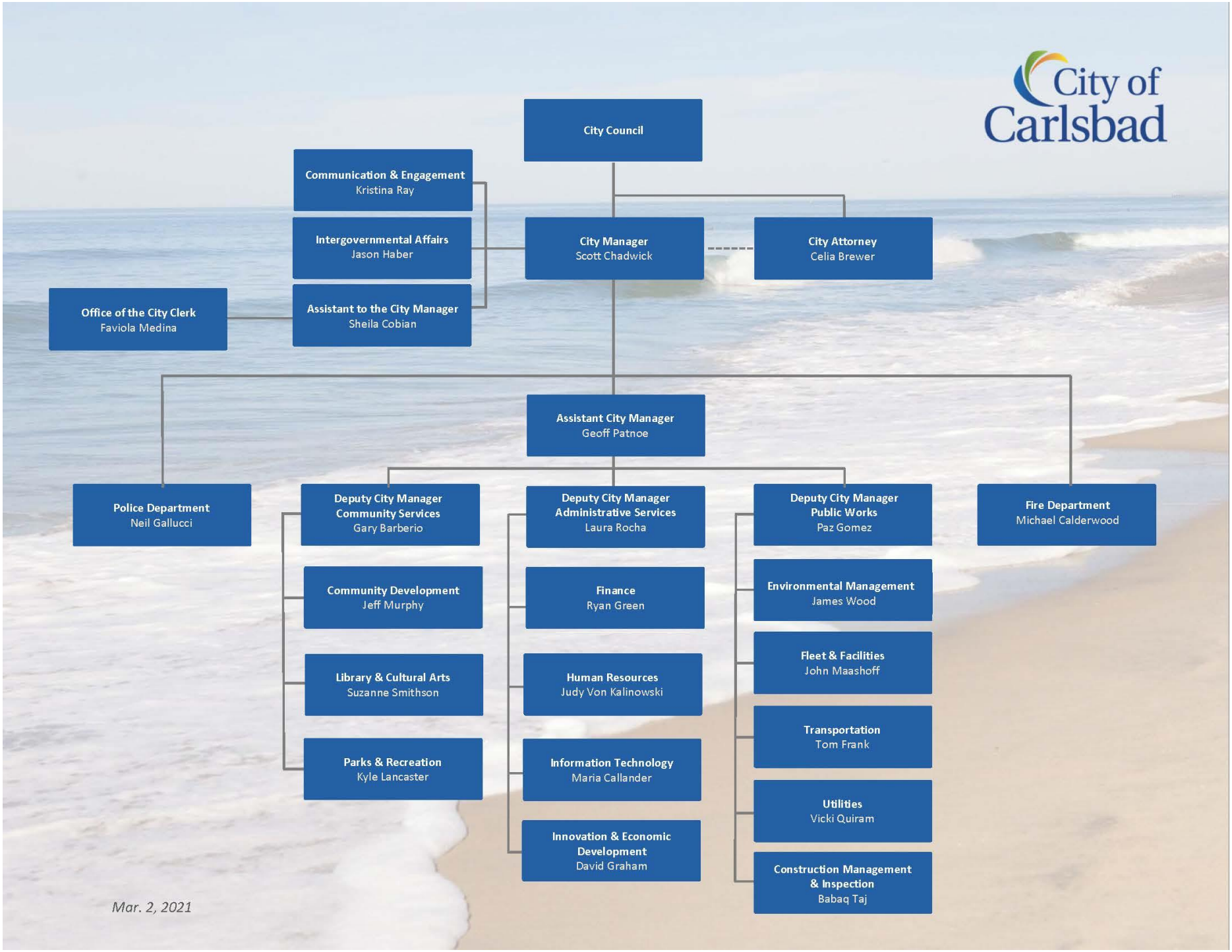
FY 2019-20 includes a mid-year increase of 2 FTE in Police as approved by City Council.

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.


City of Carlsbad
City Council
Communication & Engagement
Kristina Ray
Intergovernmental Affairs
Jason Haber
Assistant to the City Manager
Sheila Cobian
Office of the City Clerk
Faviola Medina
City Manager
Scott Chadwick
City Attorney
Celia Brewer
Assistant City Manager
Geoff Patnoe
Police Department
Neil Gallucci
Deputy City Manager
Community Services
Gary Barberio
Community Development
Jeff Murphy
Library & Cultural Arts
Suzanne Smithson
Parks & Recreation
Kyle Lancaster
Deputy City Manager
Administrative Services
Laura Rocha
Finance
Ryan Green
Human Resources
Judy Von Kalinowski
Information Technology
Maria Callander
Innovation & Economic Development
David Graham
Deputy City Manager
Public Works
Paz Gomez
Environmental Management
James Wood
Fleet & Facilities
John Maashoff
Transportation
Tom Frank
Utilities
Vicki Quiram
Construction Management & Inspection
Babaq Taj
Fire Department
Michael Calderwood
Mar. 2, 2021

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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 Agriculutural 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					
Sucssessor 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 Estimated Expenditures	2020-21 Budget	2021-22 Budget	% Incr / (Decr) 20-21 Budget to 21-22 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 Estimated Expenditures	2020-21 Budget	2021-22 Budget	% Incr / (Decr) 20-21 Budget to 21-22 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.

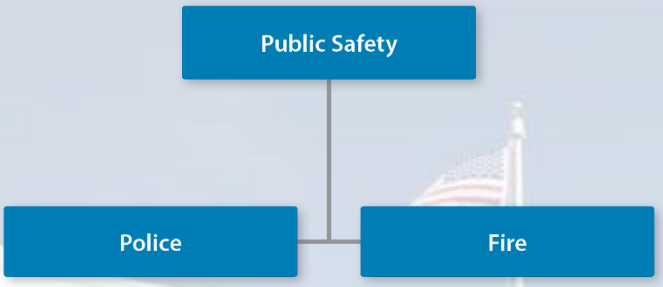
Michael Calderwood
Fire Chief

760-931-2141
FireMail@carlsbadca.gov

Neil Gallucci
Chief of Police

760 931-2100
police@carlsbadca.gov

PUBLIC SAFETY SERVICES



	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

	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

	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

Account: *0012110 0012122* *Fund:* *General*

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

	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 0012123-2125* *Fund:* *General*

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

	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

	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

	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

Account: *121-122* *Fund:* *Special Revenue-Asset Forfeiture*
123 *Special Revenue-COPS Fund*
124 *Special Revenue-Public Safety Grants*

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

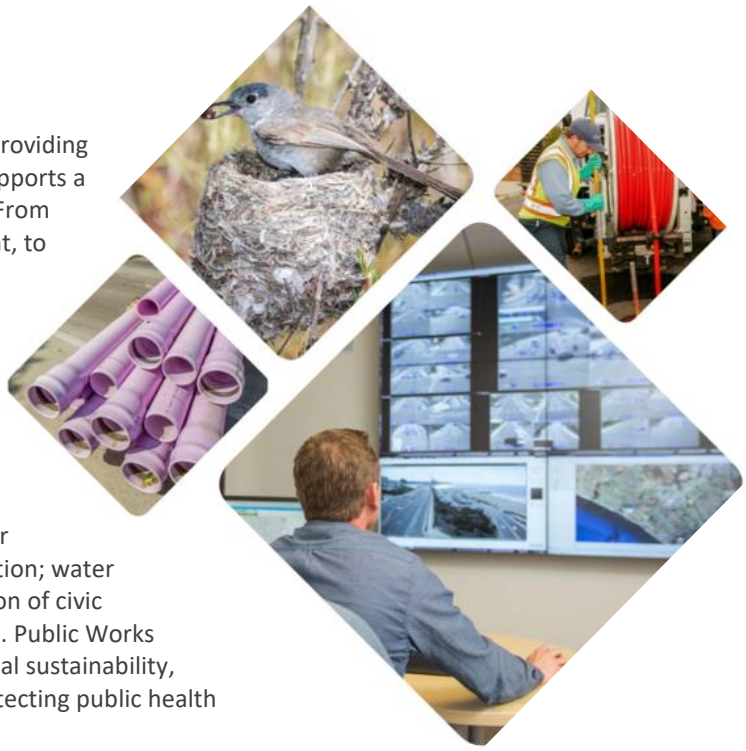
RECENT ACCOMPLISHMENTS

- 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 | 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**
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

	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

	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

Account: *0015110 0015130* *Fund:* *General*

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

	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

	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

	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**
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**
Full Time Positions	19.85	20.45	21.65	24.85
Hourly/FTE Positions	9.00	8.50	8.50	6.75

Account:	*0015310*	*Fund:*	*General*
	0015320		*General*
	3155110		*Special Revenue-Parking in Lieu*

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

	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

Account: *6205460* *Fund:* *Vehicle Maintenance Fund*
6215461 *Vehicle Replacement Fund*

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

	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**
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

Account:	*Fund:*
0016310	*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

	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

	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

	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

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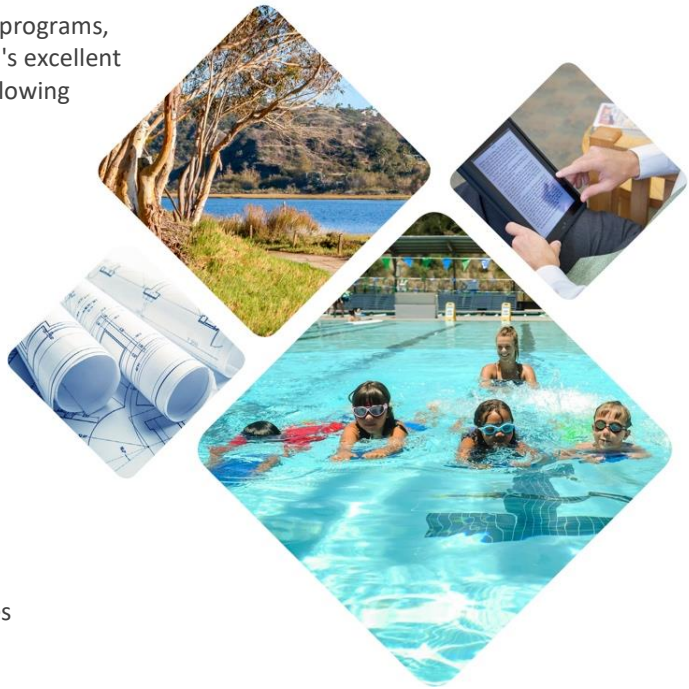
COMMUNITY SERVICES

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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gary.barberio@carlsbadca.gov

COMMUNITY SERVICES BRANCH

	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**
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

	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

	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

Account: *0013110 0013120* *Fund:* *General*

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

	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

	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 0012530* *Fund:* *General*

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

	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

Account: *0012510* *Fund:* *General*
0012520 *General*
1502810 *Special Revenue – Community Grants*

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

	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

	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

	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

	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

	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

	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

	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

	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

	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**
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* *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

	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

	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

	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**
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

	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

	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

	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

	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

	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.

Laura Rocha
Deputy City Manager, Administrative Services

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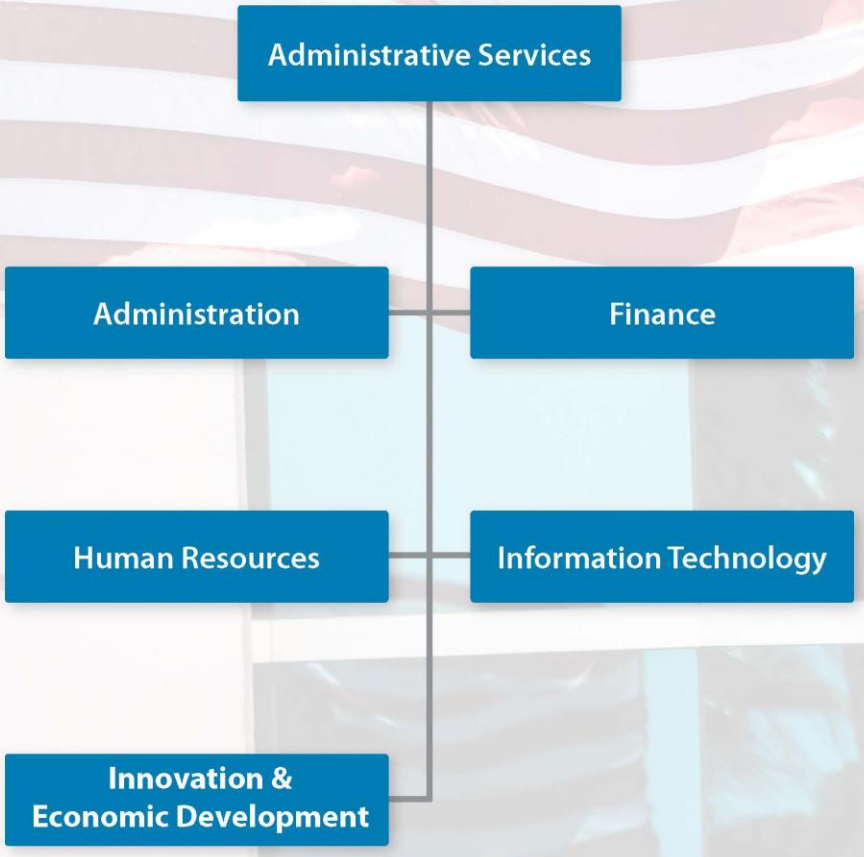
ADMINISTRATIVE SERVICES BRANCH



	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.

	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.

	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

	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

	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

	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

	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

	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.

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POLICY & LEADERSHIP

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

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

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

Scott Chadwick
City Manager

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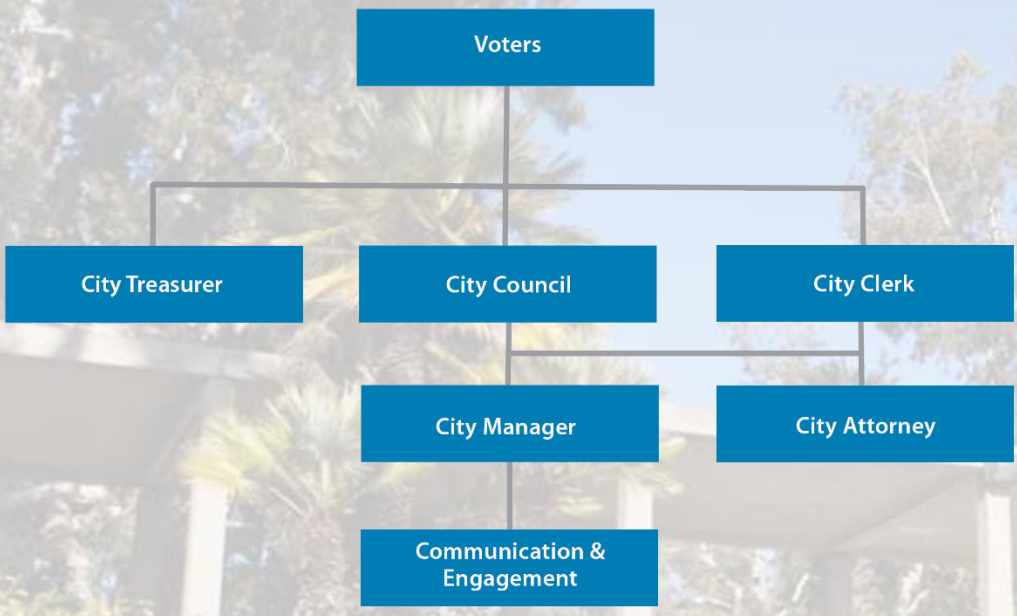
manager@carlsbadca.gov

POLICY & LEADERSHIP BRANCH



	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

	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

	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

	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

	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 0011610* *Fund:* *General*

ABOUT

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

SERVICES

- Prepare City Council agendas
- Prepare minutes
- Complete legal noticing and publishing
- Maintain Fair Political Practices Commission filings
- Maintain Carlsbad Municipal Code
- 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

	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	$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

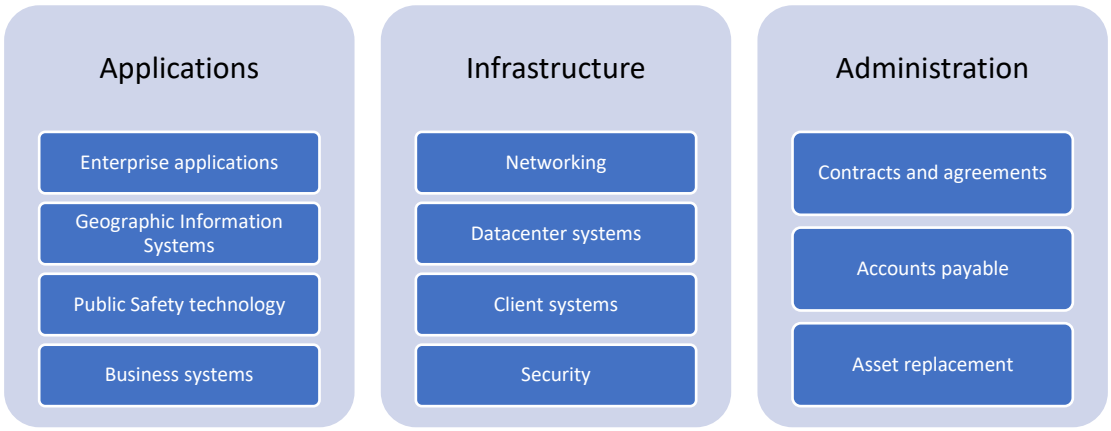
As the SDTIP is implemented throughout the year, staff continually re-evaluate projects' scopes, costs and schedules to responsibly and cost-effectively manage city resources.

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.

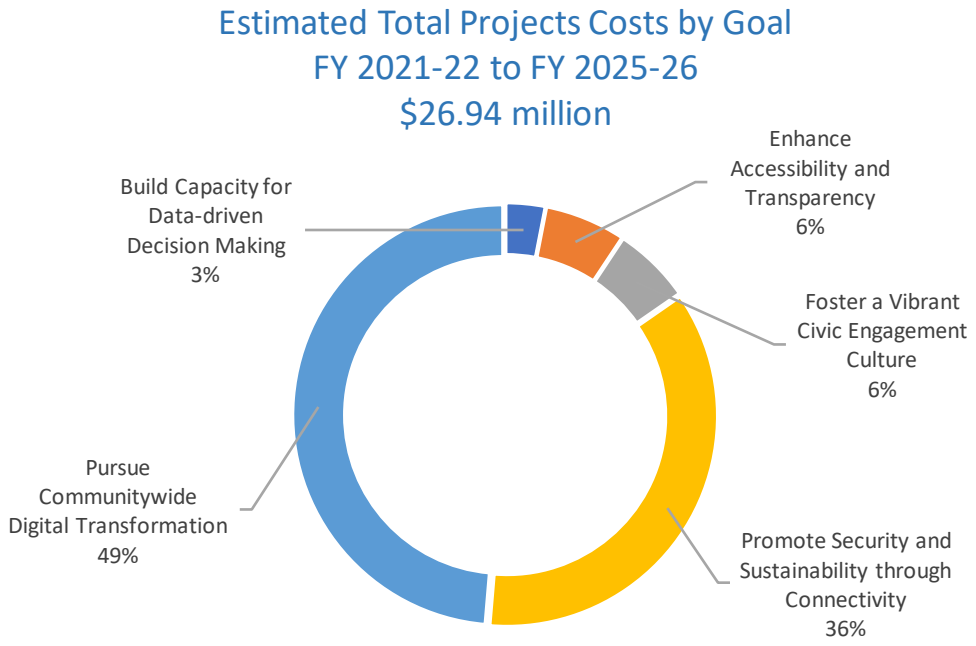
The IT department operates as an internal service fund and for fiscal year 2020-21 has an adopted operating budget nearing $12.5 million with an additional $1.2 million budgeted for annual hardware replacement. For fiscal year 2021-22 the IT Department is requesting just under $13.3 million for its operating 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

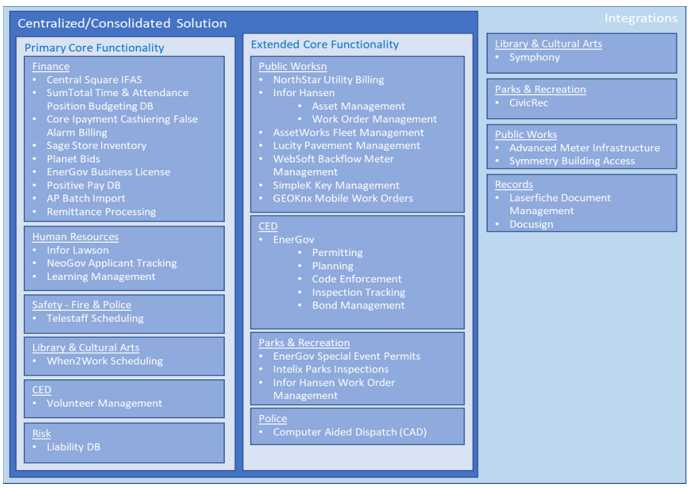
$9.70 million

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.

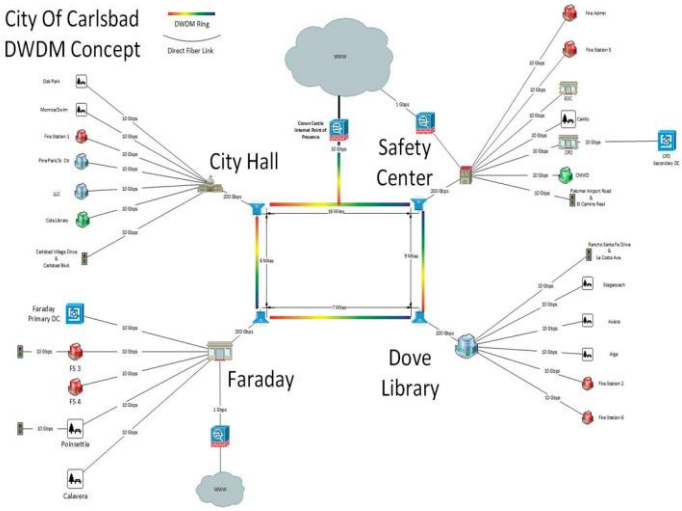
Connected Carlsbad Goal

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.

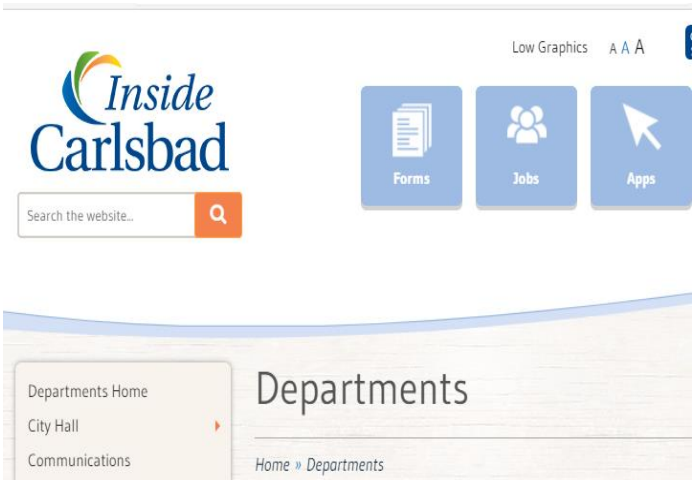
Connected Carlsbad Goal

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*

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	$ 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.

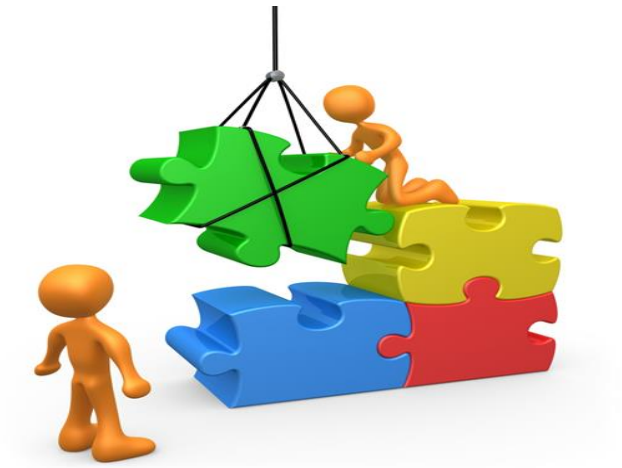
Connected Carlsbad Goal

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.

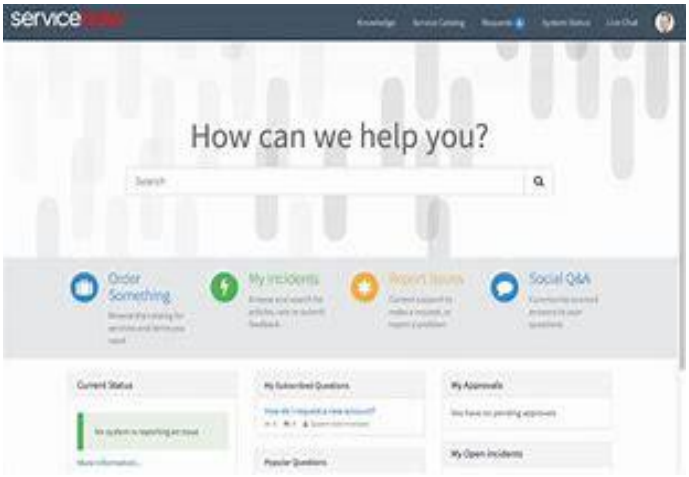
Connected Carlsbad Goal

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.

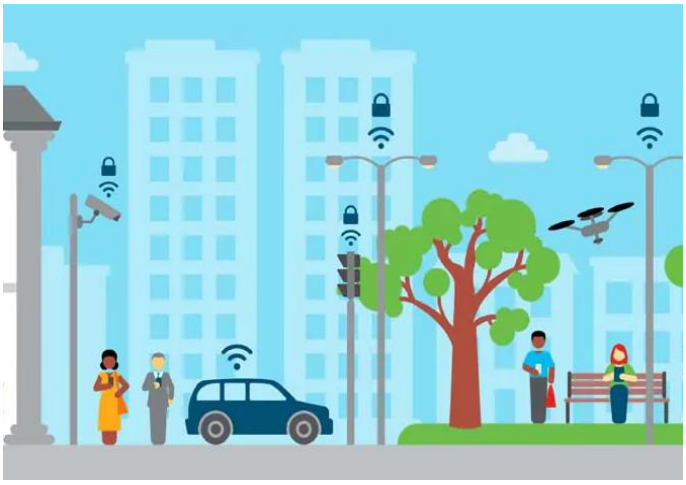
Connected Carlsbad Goal

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.

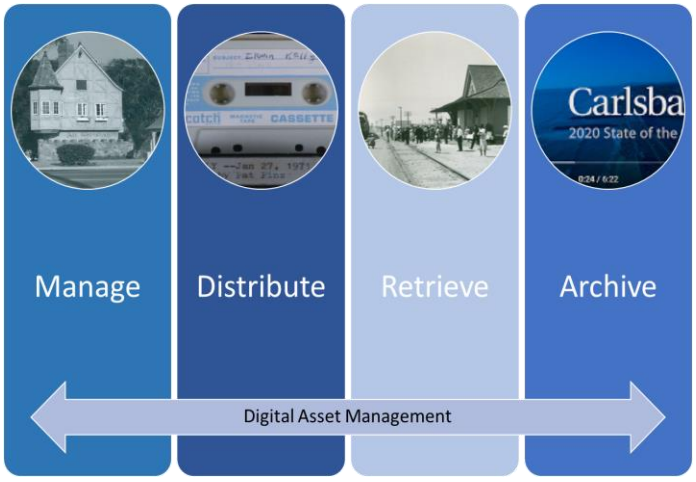
Connected Carlsbad Goal

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*

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	$ -	$ 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.

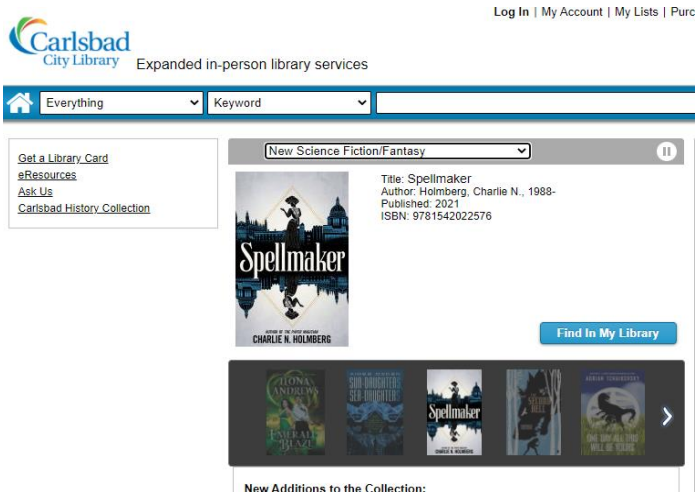
Connected Carlsbad Goal

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*

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	$ -	$ 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.

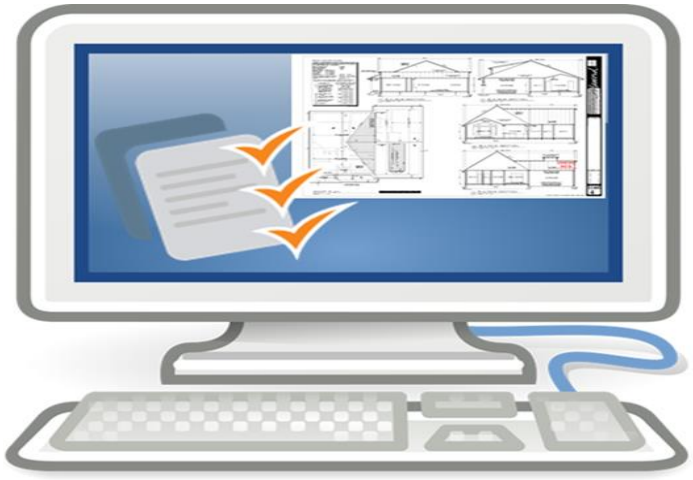
Connected Carlsbad Goal

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.

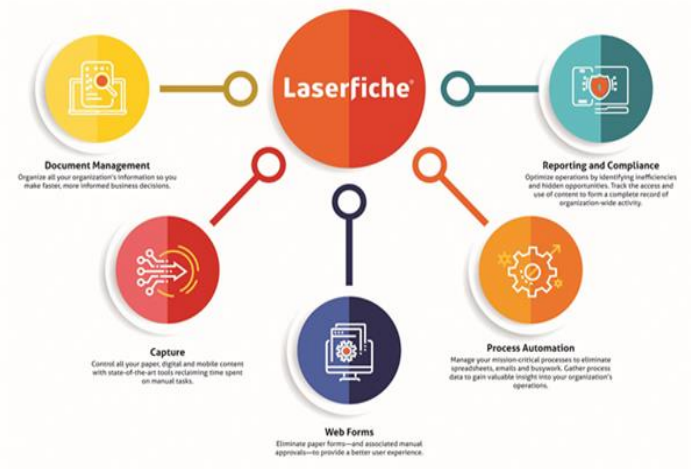
Connected Carlsbad Goal

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.

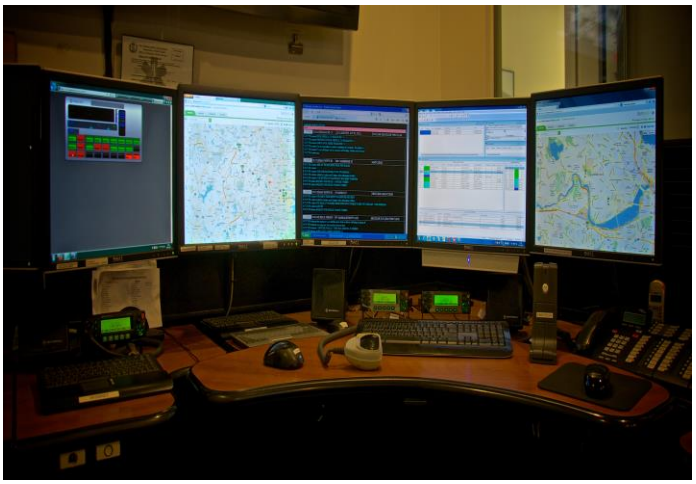
Connected Carlsbad Goal

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 of 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.

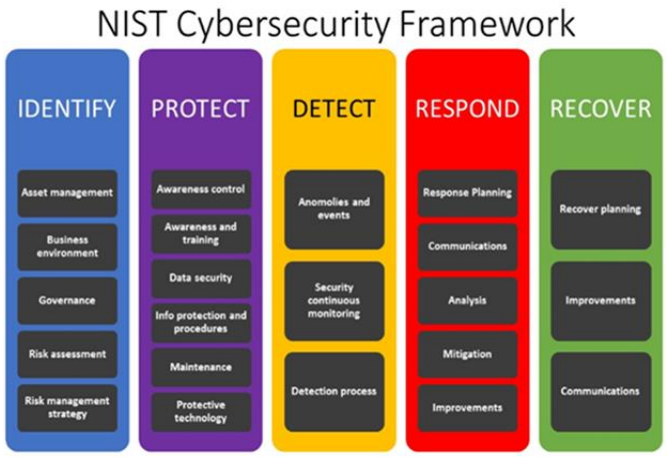
Connected Carlsbad Goal

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



Project Funding Source:
Innovation Fund $ 750,000

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	$ 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.

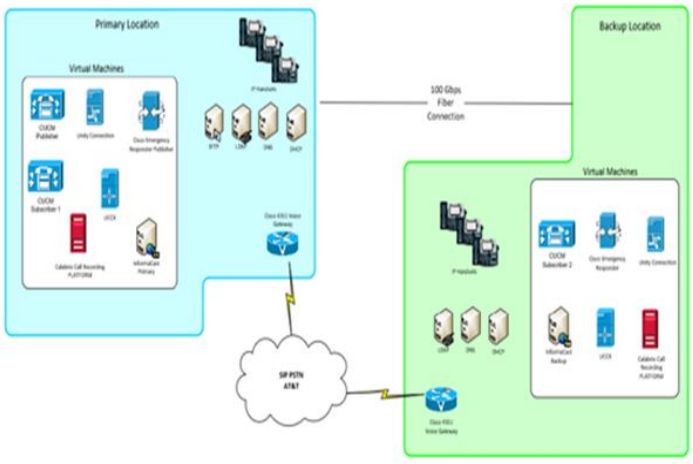
Connected Carlsbad Goal

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 short comings 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

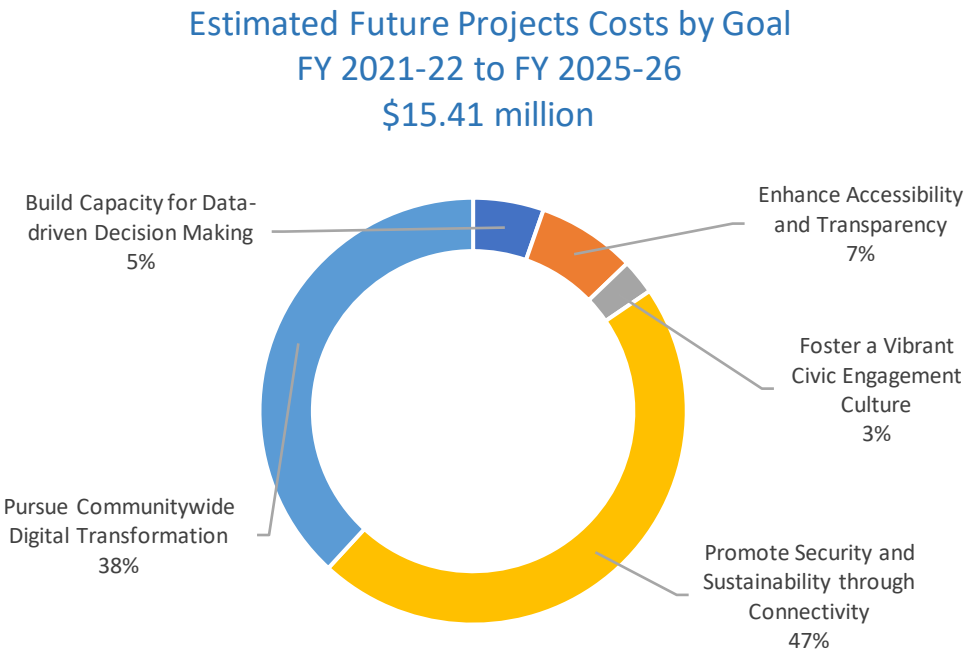
The city's Emergency Operations Center provides a central location for police, firefighters, medics and other city officials to meet and coordinate during large-scale emergencies such as wildfires,

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

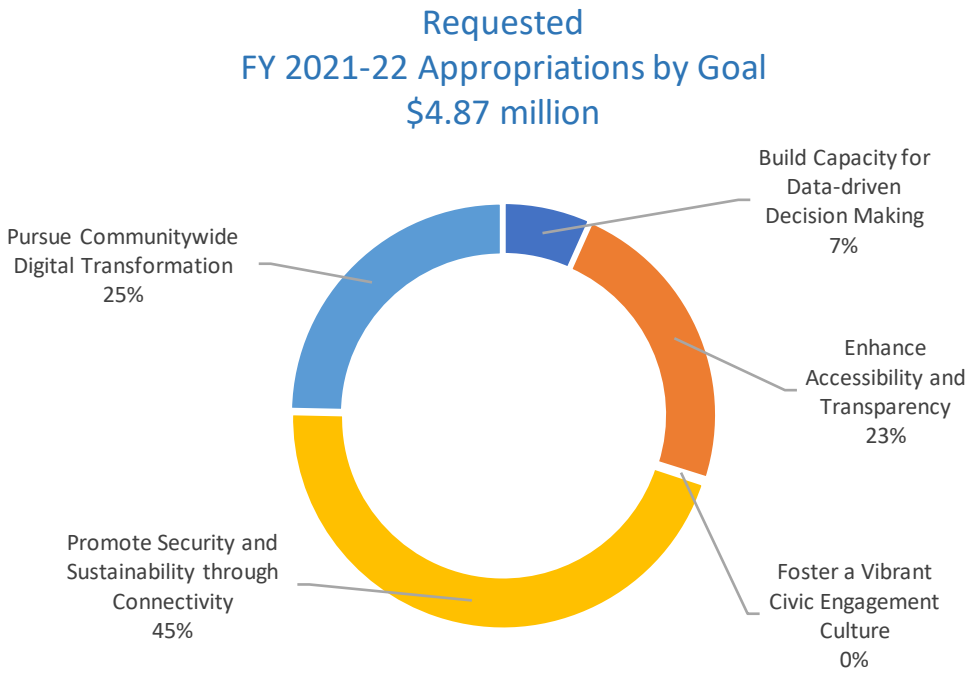
Estimated Fiscal Year 2021-22 through 2025-26 Appropriations by Goal

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 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 Project Name	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	100,000	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	2,200,000	-	-	-	-	-	2,200,000
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
ProjectsTotal					**$ 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

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 Funding
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	2,000,000	-	-	4,400,000
Cyber Security Program Development	PSSC	IF	NA	Major	250,000	100,000	100,000	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
					-	-	500,000	-	-	-	500,000
ProjectsTotal					**$ 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		
	Global Positioning System (GPS) Technology Hardware			Selection					Agreement			Implementation	
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Build Capacity for Data-driven Decision Making	Data Governance and Operational Analytics	License Aquisition				Implementation			Training		City WideRoll Out		
	Discovery Management Assessment		Task Order		Assessment								
GOAL	INITIATIVES	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
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	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
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	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
Promote Safety and Sustainability through Connectivity	Annual Hardware and Infrastructure Replacement						Ongoing						
	Computer Aided Dispatch (CAD)			Agreement						Implementation			
	Cyber Security Program Development						Ongoing						
	Traffic Management Functionality Enhancement						Ongoing						
	Ensure Adoption of Relevant New Technologies are Mirrored into EOC						Ongoing						

Strategic Digital Transformation Investment Program - 5-Year Roadmap

Legend: In progress | Approved | Evaluating | Ongoing

GOAL	INITIATIVES
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
Build Capacity for Data-driven Decision Making	Data Governance and Operational Analytics
	Discovery Management Assessment
	Meter Data Management/Utility Analytics

GOAL	INITIATIVES
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
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
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 studing merit and cost of initiative/project	
Ongoing - annual process	

FIVE-YEAR ROADMAP

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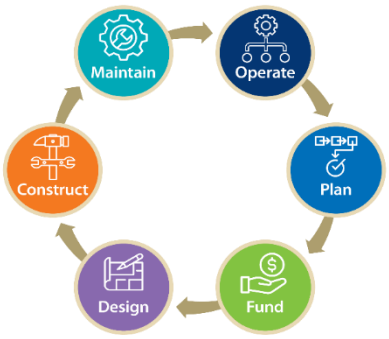
CAPITAL IMPROVEMENT PROGRAM

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:

Planning

- Study
- Plan
- Assessment

Maintenance & Operations

- Technical master plans
- Repair
- Refurbishment/ rehabilitation
- Modifications
- Improvements
- Maintenance program
- Monitoring
- Replacement
- Upgrade

Capital Projects

- **Regulatory & Policy-Driven**: Legal requirements, compliance with Growth Management Plan, Climate Action Plan, defined projects to implement policies, plans and goals adopted by the City Council
- **Community Enhancements**: new facilities, expansions, parks & trails, traffic signals, coastal improvements

Project Accounting

- CFD #1 Admin
- Open space acquisition
- Loans
- Repayment/transfer

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

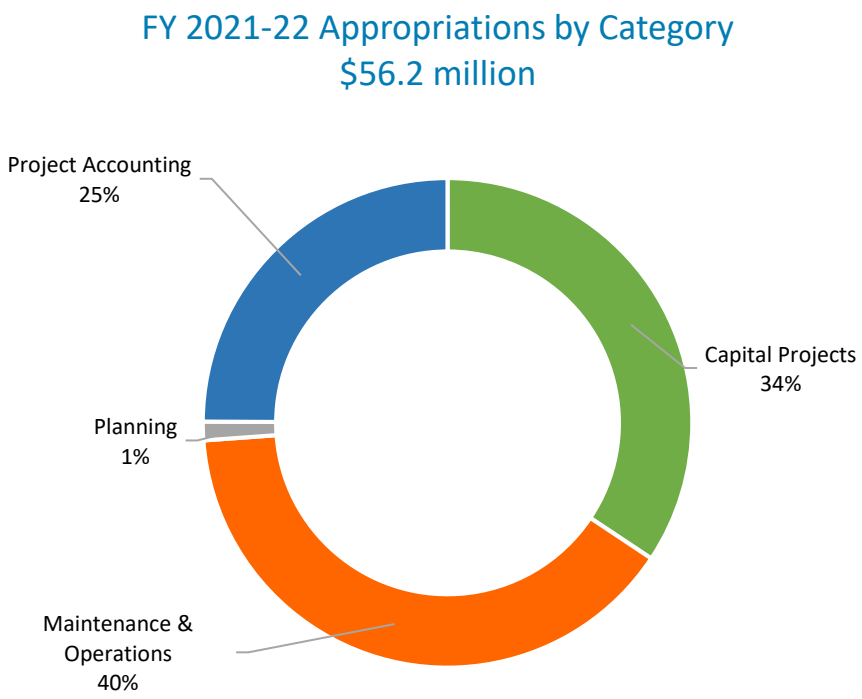
Development of the CIP is a team effort involving all operational departments, the City Manager's Office, the City Council, and the community. Community feedback on infrastructure needs is considered and incorporated as appropriate. The CIP is fully vetted at multiple levels of the city organization 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.



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

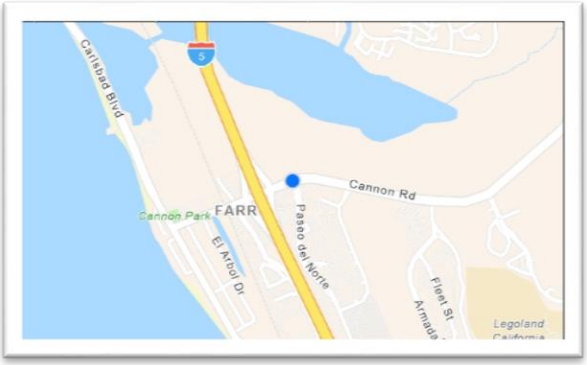
Future water and recycled water projects include construction of new pipelines, replacement of existing waterlines and reservoir improvements. The Carlsbad Municipal Water District has been producing and delivering recycled water for over 30 years.

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**

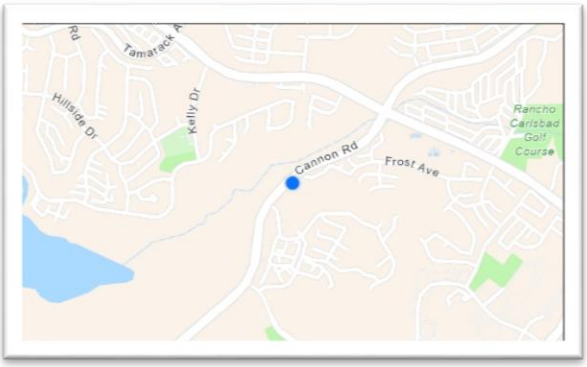
About This Project

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**

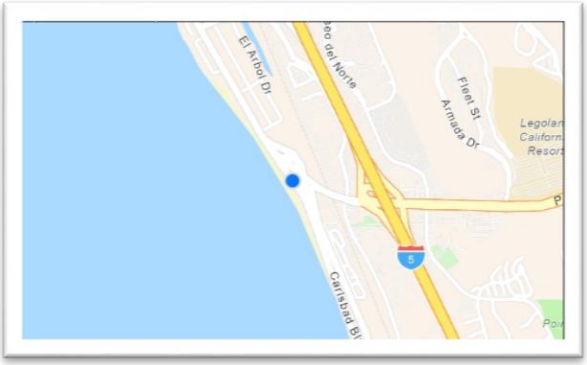
About This Project

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**

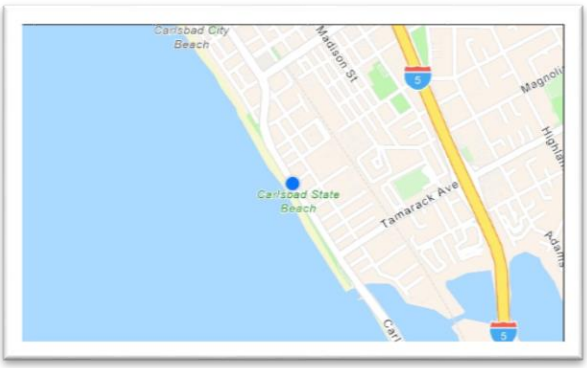
About This Project

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**

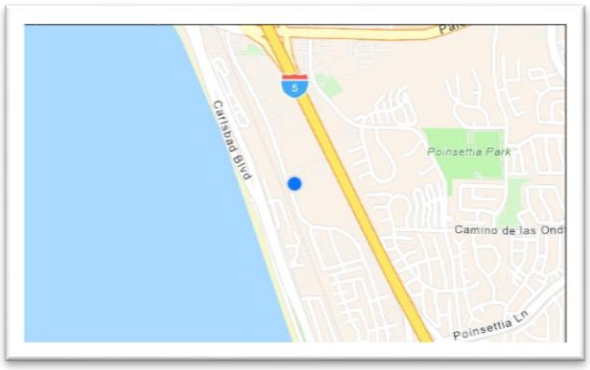
About This Project

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**

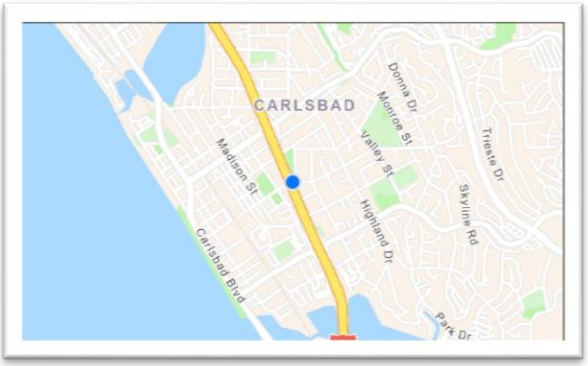
About This Project

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.

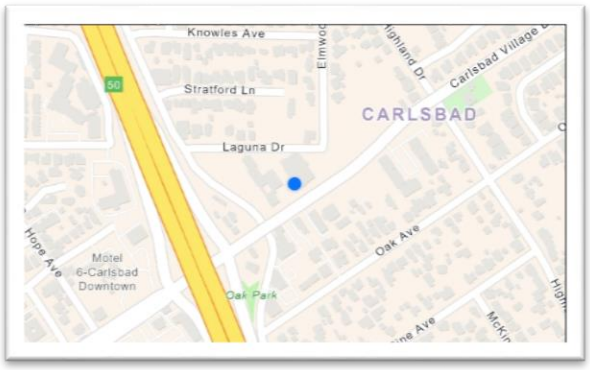
Project Need

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**

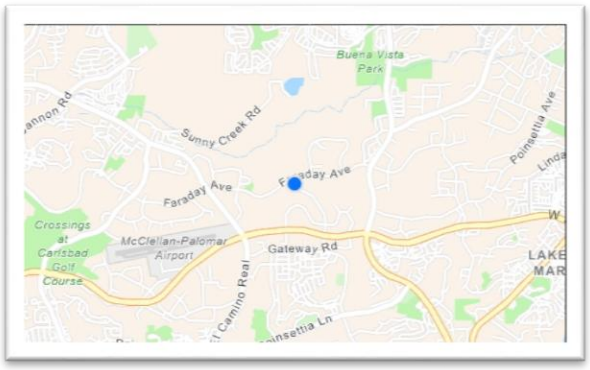
About This Project

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**

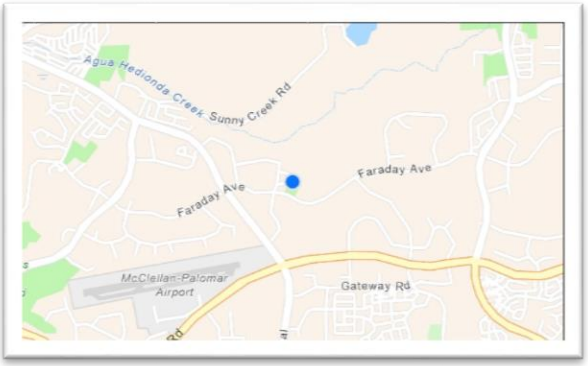
About This Project

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**

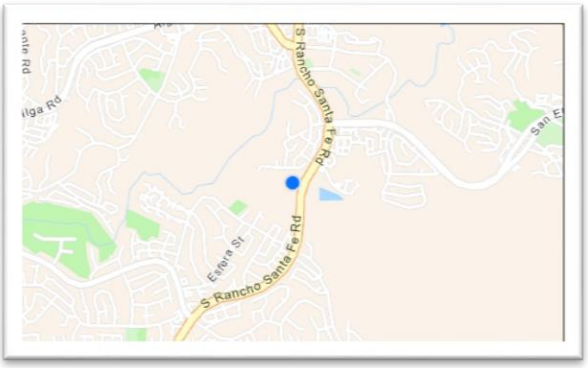
About This Project

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**

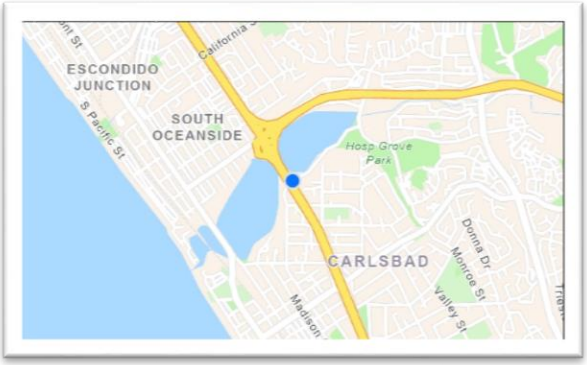
About This Project

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**

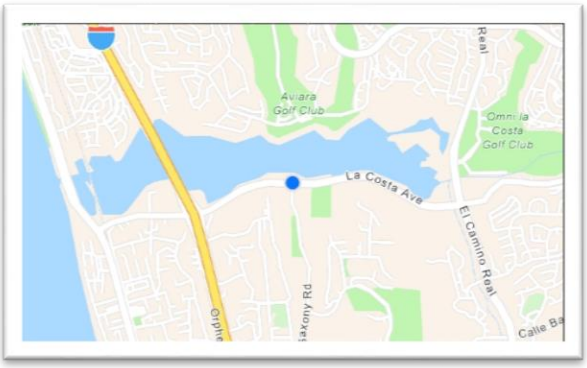
About This Project

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**

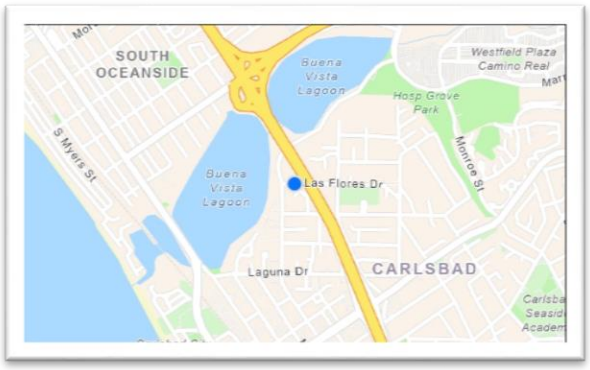
About This Project

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**

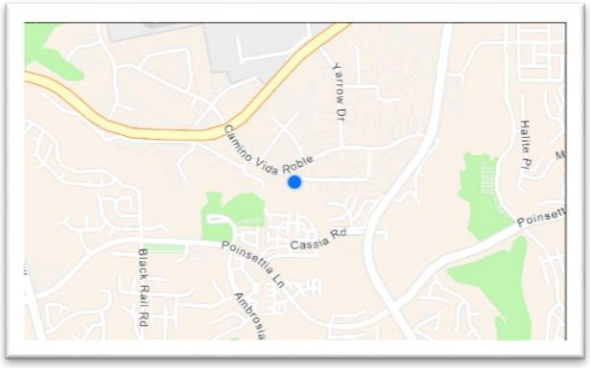
About This Project

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**

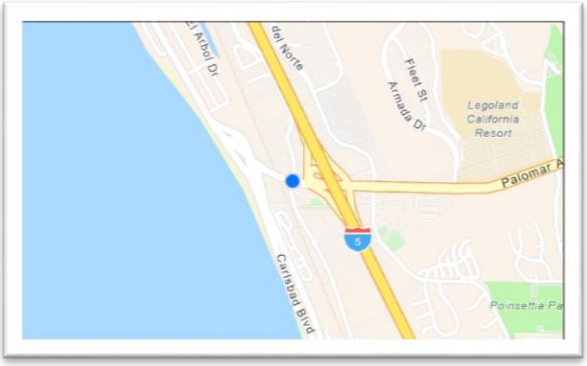
About This Project

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**

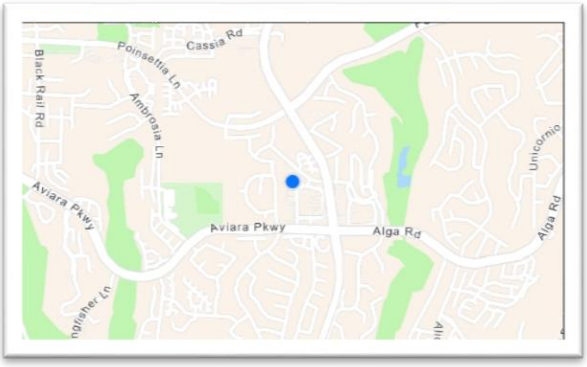
About This Project

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**

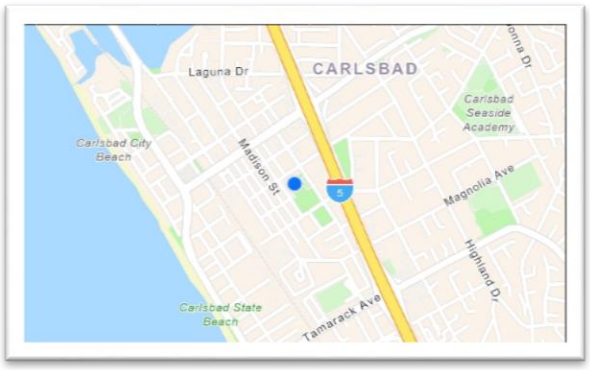
About This Project

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**

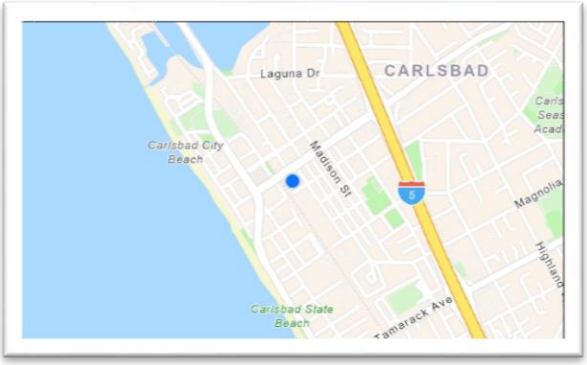
About This Project

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**

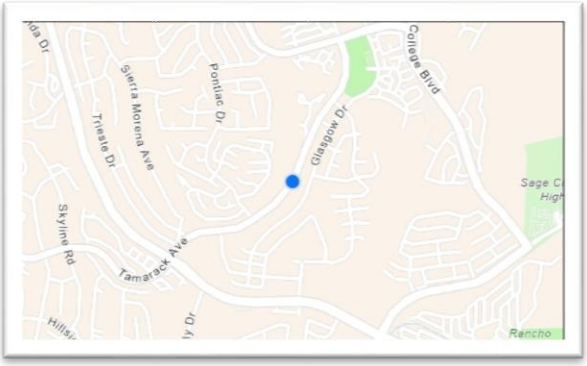
About This Project

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**

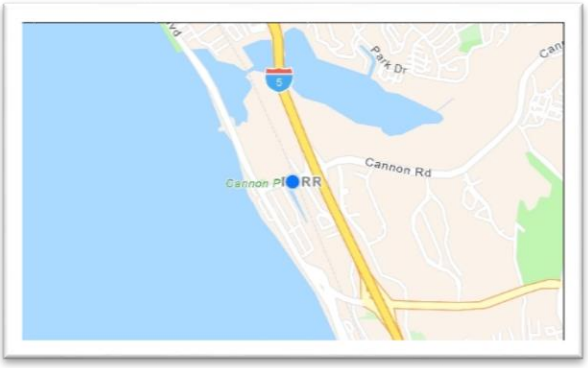
About This Project

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.

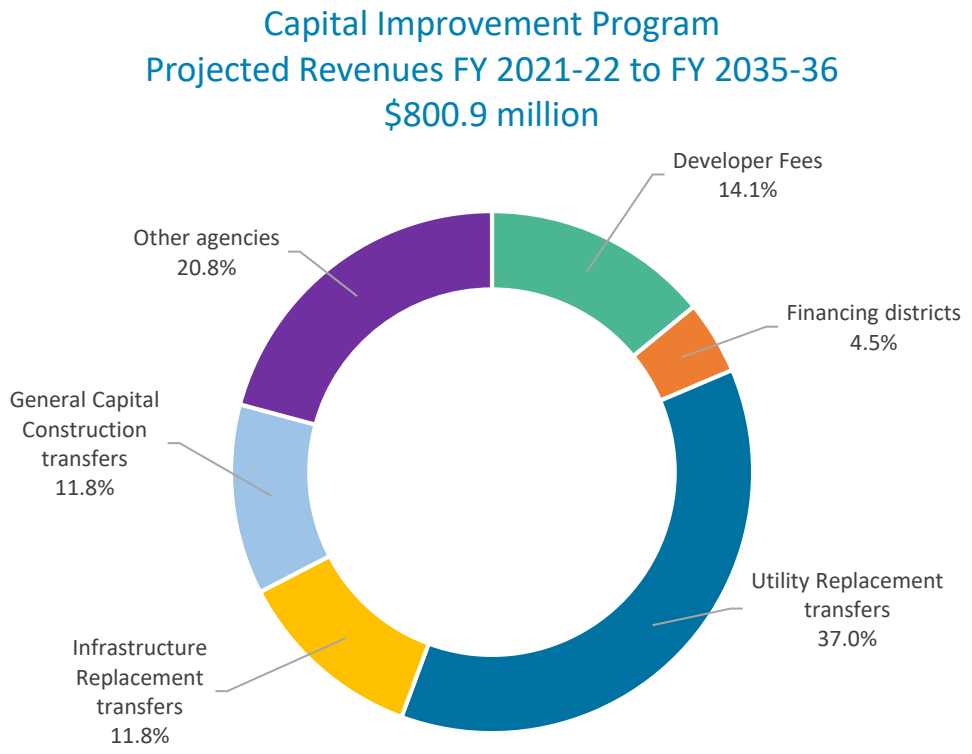
Project Need

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.



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**

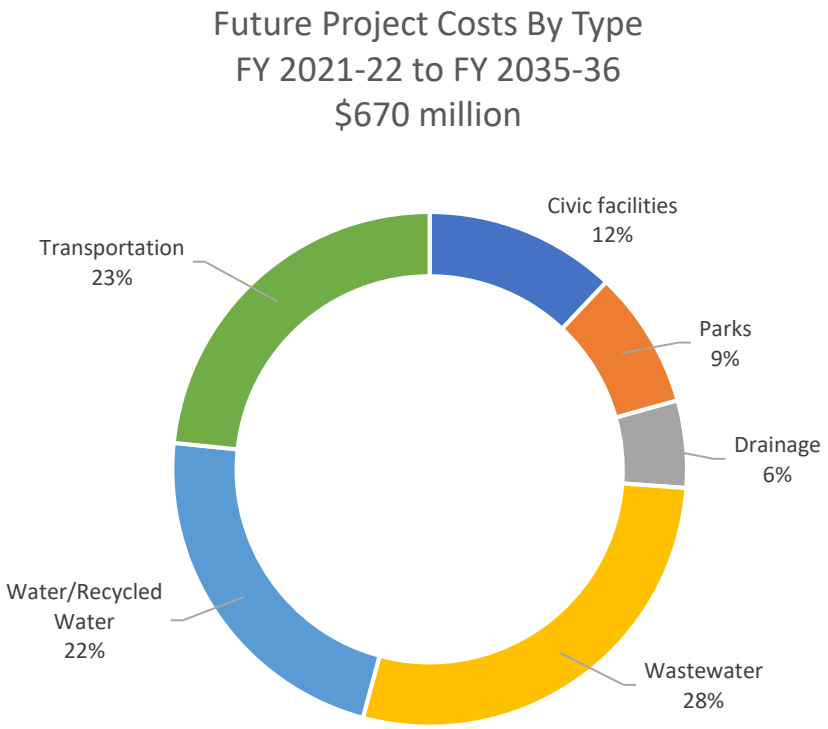
Financial forecasting schedules are prepared to ensure that funding will be sufficient and available for construction of capital projects as planned in the CIP. In addition to evaluating whether or not capital funds are sufficient, significant operating cost impacts and availability of staff resources 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.



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 Unreserved Balance	Projected Revenues	Projected Expenditures	Projected Debt Service Loans & Other	June 30, 2021 Projected Balance
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 Projected Balance	Estimated Revenues	June 30, 2021 Continuing Appropriations	July 01, 2021 New Appropriations	2021-22 Total CIP Appropriations	June 30, 2022 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 Actual Revenue	2018-19 Actual Revenue	2019-20 Actual Revenue	2020-21 Projected Revenue	2021-22 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 Actual Expense	2019-20 Actual Expense	2020-21 Estimated Expense	2021-22 Continuing Appropriations	**2021-22 New Appropriations**	2021-22 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	1,150,000	-	-	-	-	-	-	-	1,150,000
Buena Interceptor Sewer Improvements	Multiple Districts	Critical	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	GAS TAX	-	108,400	-	-	-	-	-	-	108,400
			20222Temp	FED GRNT	-	591,600	-	-	-	-	-	-	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	GAS TAX	1,576,000	-	-	-	-	-	-	-	1,576,000
			60583	TRANSNET-LOC	1,054,000	-	-	-	-	-	-	-	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	TIF	-	-	-	-	-	-	-	984,000	984,000
			19102	TIF	-	-	-	-	-	-	-	1,274,000	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
Cathodic 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
			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 Street Lighting Program	Multiple Districts	Medium	60921	GAS TAX	150,000	-	-	-	-	-	-	-	150,000
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 AAAA (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 (Calavera 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 Plda "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. Plda "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 (Sunny 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 (Batiquitos Lagoon Stormwater Treatment)	District 4	Low	19391	PLDD	-	-	-	-	-	-	-	256,423	256,423
DMP Facility DH (Altive 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
			60422Temp	Gas Tax	-	325,000	-	-	-	-	-	-	325,000
El Camino Real and Carlsbad Village Drive Dual Left Turns	District 1	Low	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
			47142	GCC	896,100	-	-	-	-	-	-	-	896,100
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	-	-	-	-	-	-	-	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
Melrose Drive and Alga Road Dual Left Turn Lanes (RTCIP)	District 2	Low	19531	TIF	-	-	-	-	-	-	-	1,237,000	1,237,000
Melrose 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

CITY OF CARLSBAD

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/Paseo 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/Paseo 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
			66112	GAS TAX	1,865,000	1,070,000	1,030,000	-	-	-	-	-	3,965,000
Parking Lot Maintenance Program	Multiple Districts	High	60521	IRF	1,030,000	500,000	60,000	130,000	60,000	130,000	475,000	475,000	2,860,000
Pavement Management Program	Multiple Districts	High	60011	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	2,197,000	-	-	-	-	-	-	-	2,197,000
			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	1,830,000

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
			60192	WATER REPL	71,000	-	-	-	-	-	-	-	71,000
			60193	TRANSNET-LOC	-	-	1,200,000	-	-	-	-	-	1,200,000
Valley Street Road Diet and Traffic Calming	District 1	Medium	19741	TRANSNET-LOC	-	-	1,645,000	-	-	-	-	-	1,645,000
Veteran's Memorial Park (All Quadrants)	Multiple Districts	Critical	46091	CFD#1	1,837,200	1,275,000	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
			40152	TRANSNET-LOC	1,025,000	-	-	-	-	-	-	-	1,025,000
			40153	SEWER REPL	560,000	-400,000	-	-	-	-	-	-	160,000
			40154	GAS TAX	2,175,000	584,000	-	-	-	-	-	-	2,759,000
Village Decorative Lighting	District 1	Medium	40161	GCC	703,853	-	400,000	-	-	-	-	-	1,103,853
Village H South Off Leash Dog Area and Trail Segment 5B	District 2	Medium	46101	PFF	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	-	-	-	-	-	-
Maerkle 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 Preventitive 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**
	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 (Batiquitos Lagoon Stormwater Treatment)	-	-	-	-	-	-	256,423
DMP Facility DH (Altive Place Canyon Restoration)	-	-	-	-	-	-	232,812
DMP Facility DQB (La Costa Town Center)	-	-	-	-	-	-	745,842
DMP Facility DZ (Poinsettia Lane)	-	-	-	-	-	-	642,063
Drainage Master Plan Update	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 Intercepter - 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)	-	-	-	-	-
Cathodic 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	-	-	-
Maerkle Facility Improvements	2,235,201	-	-	-	-	-	-
Maerkle Reservoir Floating Cover Replacement	13,054,999	(2,022,156)	-	-	-	-	-
Maerkle 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.

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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 Educode	**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 Recyling 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
BTD – 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 Transpiration 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

Department	Request	Type of Request	Description	Part-Time	FTE	FY 22 Total Net Costs	FY 22 One-Time Costs (net)	FY 22 Annual Ongoing Costs (net)
City Attorney	Intern	Other	Law Intern	0.00		$ 16,000	$ 16,000	$ -
City Clerk Services	M&O	New Mandate	Additional Funding for Redistricting Costs	0.00		$ 25,000	$ 25,000	$ -
City Clerk Services	Part-time	Other	P/T Personnel Funding for Special Projects: CMC/Council Policy Update/Redistr	0.00		$ 31,000	$ 31,000	$ -
City Clerk Services	Part-time	Other	Part-Time Personnel Funding for Special Projects (temporary)	0.00		$ 15,000	$ 15,000	$ -
Communication & Engagement	Intern	Change in Service Level	Intern	0.00		$ 18,000	$ 18,000	$ -
Community Development	M&O	New Program	Homeless Workplan	0.00		$ 3,490,000	$ 3,470,000	$ 20,000
Community Development	M&O	New Program	Growth Management Plan - Citizens Committee	0.00		$ 350,000	$ 350,000	$ -
Community Development	M&O	New	Homeless Program Manager (Contractor for Employments and benefits specialist)		0.00	$ 123,795	$ 123,795	$ -
Community Development	M&O	New Program	Vehicle Miles Traveled (VMT) Consultant Services	0.00		$ 85,000	$ 85,000	$ -
Community Development	M&O	Other	Village, Barrio and Beach Area Parking Data Collection	0.00		$ 50,000	$ -	$ 50,000
Community Development	Personnel	Reclassify	Senior Office Specialist		0.25	$ (3,473)	$ (22,145)	$ 18,672
Community Development	Personnel	Reclassify	Senior Program Manager		0.00	$ 30,389	$ (110,500)	$ 140,889
Community Development	Personnel	New	Homeless Director		1.00	$ 247,113	$ -	$ 247,113
Community Development	Personnel	New	Homeless Housing Services Manager		1.00	$ 182,226	$ 5,000	$ 177,226
Community Development	Personnel	New	Homeless Management Analyst		1.00	$ 123,795	$ 5,000	$ 118,795
Community Development	Personnel	New	Homeless Program Manager (Homeless Outreach Team)		1.00	$ 123,795	$ 5,000	$ 118,795
Cultural Arts	M&O	Other	Arts & Culture Master Plan - Conduct RFP for Cannon Gallery Redesign	0.00		$ 50,000	$ 50,000	$ -
Cultural Arts	M&O	Change in Service Level	TGIF - Traffic Control Professional Services	0.00		$ 20,400	$ -	$ 20,400
Cultural Arts	M&O	New Mandate	Arts & Culture Master Plan-Comm. Art Grants 10% Annual Funding Increase	0.00		$ 9,680	$ 9,680	$ -
Cultural Arts	Part-time	New Mandate	Arts & Culture Master Plan - Ongoing staffing for Mobile Outreach	2.00		$ 107,392	$ -	$ 107,392
Environmental Management	M&O	Other	Comprehensive CAP Update	0.00		$ 100,000	$ 100,000	$ -
Environmental Management	M&O	New Program	Coastal Conservancy Grant - South Carlsbad Blvd. Climate Adaptation Project	0.00		$ -	$ -	$ -
Environmental Management	Personnel	Reclassify	Environmental Manager to Director	0.00		$ 24,177	$ -	$ 24,177
Facilities Maintenance	M&O	Other	Custodial Contract	0.00		$ 236,108	$ -	$ 236,108
Facilities Maintenance	M&O	Other	MERV 13 Filters (Covid)	0.00		$ 40,000	$ -	$ 40,000
Facilities Maintenance	M&O	Other	SDGE Rate Increase	0.00		$ 16,494	$ -	$ 16,494
Facilities Maintenance	M&O	Other	Training for Facilities Maintenance/Engineering	0.00		$ 5,000	$ -	$ 5,000
Facilities Maintenance	M&O	Capital Outlay	Desktop to Laptop Conversion	0.00		$ 1,135	$ 1,135	$ -
Facilities Maintenance	Personnel	New	Custodian (PT to FT Conversion)	-1.50	3.00	$ 128,705	$ (78,949)	$ 207,654
Finance	Intern	Other	Finance Internship Program	0.00		$ 20,000	$ 20,000	$ -
Finance	M&O	New	Revenue study	0.00		$ 50,000	$ 50,000	
Fire Department	M&O	Other	Professional Temp Staff Fire Administration Projects (RA)	0.00		$ 87,950	$ 87,950	$ -
Fire Department	M&O	Change in Service Level	SOC - 2 Ambulance outfitting	0.00		$ 260,000	$ 260,000	$ -
Fire Department	M&O	Other	NFPA 1582 Medical Testing	0.00		$ 70,000	$ -	$ 70,000
Fire Department	M&O	Other	Personal Protective Equipment	0.00		$ 65,000	$ 10,000	$ 55,000
Fire Department	M&O	Change in Service Level	SOC - 2 Ambulance Supplies	0.00		$ 78,300	$ -	$ 78,300
Fire Department	M&O	Capital Outlay	Portable Radio Replacement - final phase for 7 radios SWAT Medic Program	0.00		$ 38,000	$ 38,000	$ -
Fire Department	M&O	Other	Ambulance Fee Study	0.00		$ 22,500	$ 22,500	$ -
Fire Department	M&O	New Mandate	Narcotic Lockers	0.00		$ 6,000	$ 6,000	$ -
Fire Department	M&O	Other	SOC - 2 New Ambulance Purchase	0.00		$ 580,000	$ 580,000	$ -
Fire Department	Part-time	Change in Service Level	SOC - EMT Part Time Personnel	3.00		$ 158,389	$ -	$ 158,389

Department	Request	Type of Request	Description	Part-Time	FTE	FY 22 Total Net Costs	FY 22 One-Time Costs (net)	FY 22 Annual Ongoing Costs (net)
Fire Department	Part-time	Change in Service Level	PT Staff Lifeguard Tower 4	1.00		$ 44,180	$ -	$ 44,180
Fire Department	Part-time	New Program	PT Staff Lagoon Safety Program	0.50		$ 22,770	$ -	$ 22,770
Fire Department	Personnel	New	SOC - Emergency Medical Technician		3.00	$ 342,858	$ 12,900	$ 329,958
Fire Department	Personnel	New	SOC - 9 Paramedic Firefighter		9.00	$ 1,987,578	$ 152,775	$ 1,834,803
Fire Department	Personnel	Reclassify	Fire Prevention Specialist II		0.25	$ 39,594	$ -	$ 39,594
Human Resources	Intern	Service Level Change	Intern	0.00		$ 19,000	$ 19,000	$ -
Human Resources	M&O	Cut	Coaching		0.00	$ (119,500)	$ (119,500)	$ -
Innovation & Economic Development	Intern	Change in Service Level	Intern Program	0.00		$ 18,000	$ 18,000	$ -
Innovation & Economic Development	M&O	Other	Regional ED Collaboration Services	0.00		$ 40,000	$ -	$ 40,000
Library	M&O	New Mandate	Upgrade Library's Material Handling Units	0.00		$ 19,350	$ 19,350	$ -
Mobility Div. Transp. Dept.	M&O	New Mandate	SMP Implementation Strategy	0.00		$ 150,000	$ 150,000	$ -
Mobility Div. Transp. Dept.	M&O	New Program	Traffic Impact Analysis (TIA) Review/LDE Dept.	0.00		$ 50,000	$ -	$ 50,000
Parks & Recreation	M&O	Other	SDGE Rate Increases	0.00		$ 78,677	$ -	$ 78,677
Parks & Recreation	M&O	New Mandate	CMWD Service Reimburesments	0.00		$ 50,000	$ -	$ 50,000
Parks & Recreation	M&O	Other	LLD report increase	0.00		$ 15,000		$ 15,000
Parks & Recreation	M&O		Combined contract increase costs			$ 500,000		$ 500,000
Parks & Recreation	Part-time	Change in Service Level	Return Aquatic Staffing to Pre-COVID Numbers	2.54		$ 47,233	$ -	$ 47,233
Police	M&O	Other	Regional Computer Forensics Lab Annual Fee	0.00		$ 45,000	$ -	$ 45,000
Police	Personnel	New	Homeless Outreach Team Staffing (Police)		3.00	$ 614,984	$ -	$ 614,984
Public Works Administration	Intern	Service Level Change	Business Systems Intern	0.00		$ 18,454	$ 18,454	$ -
Public Works Administration	Intern	Service Level Change	Construction Outreach Intern	0.00		$ 16,872	$ 16,872	$ -
Various	Part-time	Other	Part-time requests less than prior year	-1.30		$ -		
			Count of Requests = 63	**6.24**	**22.50**	**$ 11,082,920**	**$ 5,460,317**	**$ 5,622,602**

Department	Request	Type of Request	Description	Part-Time	FTE	FY 22 Total Net Costs	FY 22 One-Time Costs (net)	FY 22 Annual Ongoing Costs (net)
Communication & Engagement	M&O	Service Level Change	Video production for boards and commission meetings	0.00		$ 137,000	$ -	$ 137,000
Environmental Management	M&O	New Mandate	Regulatory Water Quality Monitoring	0.00		$ -	$ -	$ -
Fleet Maintenance	M&O	Other	SOC - Ambulance Reserve Costs	0.00		$ 133,624	$ -	$ 133,624
Homeless Response	M&O	New Program	Flexible Housing Subsidy Pool	0.00		$ 400,000	$ 400,000	
HR - Risk Management	M&O	Other	Liability/Property Insurance & Settlements	0.00		$ 506,001	$ -	$ 506,001
HR - Workers' Compensation	M&O	Other	Increase to M & O items	0.00		$ 294,000	$ -	$ 294,000
Information Technology	M&O	Change in Service Level	Continued WFH City Meeting Requirements	0.00		$ 90,000	$ -	$ 90,000
Information Technology	M&O	Change in Service Level	DocuSign License Increase	0.00		$ 50,149	$ -	$ 50,149
Information Technology	M&O	Change in Service Level	Axon Taser License Increase	0.00		$ 50,000	$ -	$ 50,000
Information Technology	M&O	New Program	Police & Fire - Lexipol Annual Maintenance	0.00		$ 31,000	$ -	$ 31,000
Information Technology	M&O	Service Level Change	WorkSpaceOne License Increase	0.00		$ 29,000	$ -	$ 29,000
Information Technology	M&O	Change in Service Level	Annual Maintenance Increase for Utilities	0.00		$ 26,800	$ -	$ 26,800
Information Technology	M&O	Change in Service Level	Tableau Subscription Increase	0.00		$ 25,000	$ -	$ 25,000
Information Technology	M&O	New Program	Greykey Annual Maintenance	0.00		$ 18,000	$ -	$ 18,000
Information Technology	M&O	Change in Service Level	Maintenance Increases for Police	0.00		$ 16,700	$ -	$ 16,700
Information Technology	M&O	New Program	WATER RMS/EMS Database Replication	0.00		$ 15,000	$ -	$ 15,000
Information Technology	M&O	Change in Service Level	LaserFiche Expansion Maintenance	0.00		$ 5,000	$ -	$ 5,000
Information Technology	Personnel	Reclassify	Senior Project Manager		0.00	$ 7,655	$ -	$ 7,655
Information Technology	Personnel	Reclassify	Project Manager		0.00	$ (37,226)	$ -	$ (37,226)
Lighting District (LLD #1), Transp. Dept.	M&O	Other	Add Budget for SDG&E Rates Incease	0.00		$ 38,420	$ -	$ 38,420
Parks & Recreation	M&O	Other	LLD report increase	0.00		$ 15,000		$ 15,000
Storm Drain Maintenance/Transp Dept	Part-time	Other	Part Time Employee Salary (Maintenance Assistant)	0.50		$ -	$ -	$ -
Various	Part-time	Other	Part-time requests greater than prior year	0.48		$ -		
Utilities	Intern	Other	Intern	0.00		$ 7,429	$ 7,429	$ -
Utilities	Intern	Other	Intern	0.00		$ 3,716	$ 3,716	$ -
Utilities	Intern	Other	Intern	0.00		$ 7,429	$ 7,429	$ -
Utilities	M&O	Other	Supplemental reconciliation for desalination	0.00		$ 400,000	$ 400,000	$ -
Utilities	M&O	Other	Leak detection survey	0.00		$ 150,000	$ 150,000	$ -
Utilities	M&O	Other	SDGE Electric rates increase for EWA operation of CWRF	0.00		$ 75,000	$ -	$ 75,000
Utilities	M&O	Other	SDGE Electric rates increase for EWA	0.00		$ 215,000	$ -	$ 215,000
Utilities	M&O	Other	Smoke testing sewer lines/flow testing	0.00		$ 70,000	$ 70,000	$ -
Utilities	Part-time	Other	Temporary Help Salaries	0.00		$ 40,000	$ 40,000	$ -
Utilities	Personnel	Pay Adjustment	Utilities Manager		0.00	$ 17,293	$ -	$ 17,293
Utilities	Personnel	Pay Adjustment	CCEA Equity Pay Adjustment		0.00	$ 85,279	$ -	$ 85,279
Utilities	Personnel	Reclassify	SCADA Technician to Water System Operator II		0.00	$ (16,037)	$ -	$ (16,037)
Utilities	Personnel	Pay Adjustment	Utilities Supervisor		0.00	$ 11,511	$ -	$ 11,511
Utilities	Personnel	New	SCADA Technician		1.00	$ 179,403	$ 21,860	$ 157,543
Utilities	Personnel	Reclassify	Assistant Engineer to Utilities Assistant Engineer		0.00	$ -	$ -	$ -
Utilities	Personnel	Reclassify	Utilities Engineering Mgr/District Engineer		0.00	$ 18,147	$ -	$ 18,147
Utilities	Personnel	Reclassify	Utilities Asset Manager to Util. Tech Serv. Mgr.		0.00	$ 20,290	$ -	$ 20,290
Utilities	Personnel	Reclassify	Public Works Superintendent to Utilities Super.		0.00	$ -	$ -	$ -

Department	Request	Type of Request	Description	Part-Time	FTE	FY 22 Total Net Costs	FY 22 One-Time Costs (net)	FY 22 Annual Ongoing Costs (net)
Utilities	Personnel	Reclassify	Engineering Technician II to GIS Assoc Analyst		0.00	$ 8,416	$ -	$ 8,416
Utilities	Personnel	New	Utilities Asset Management Program Specialist		1.00	$ 124,152	$ (2,500)	$ 126,652
Utilities	Personnel	Reclassify	Senior Engineer to Utilities Senior Engineer		0.00	$ -	$ -	$ -
Utilities	Personnel	Reclassify	Senior Engineer to Utilities Senior Engineer		0.00	$ -	$ -	$ -
Utilities	Personnel	Reclassify	Assoc. Engineer to Utilities Assoc Engineer		0.00	$ 5,261	$ -	$ 5,261
Utilities	Personnel	Reclassify	Assoc. Engineer to Utilities Assoc Engineer		0.00	$ -	$ -	$ -
			Count of Requests = 47	**0.98**	**2.00**	**$ 3,273,412**	**$ 1,097,934**	**$ 2,175,478**

General City Fees

Category	Fee Description	Current Fee	Proposed Fee	Change Amount	Change Reason
Fire / Ambulance	Assessment/Non-Transport with medication given. No charge for assessment if no medication given and non-transport.	$212	$213	$1	Ambulance Inflation Factor, 0.20% (2021)
	Advanced Life Support 1 - Resident and Non-Resident - plus Level I or Level II supplies and medications	$1,222	$1,224	$2	
	Advanced Life Support 2 - Non-Resident - plus Level II supplies and medications	$1,434	$1,437	$3	
	Advanced Life Support 2 - Resident - plus Level II supplies and medications	$1,328	$1,331	$3	
	Basic Life Support - Resident and Non-Resident	$24	$24	$0	
	Mileage Charge - per mile	$80	$80	$0	
	Oxygen Charge	$997	$999	$2	
Safety Training Center Facility Rental Fees	Shooting Range Hazardous Waste Disposal Fees	N/A	$200	New	This fee covers Increases in hazardous waste disposal costs.
Miscellaneous City Fees	Potable Water Shutdown Fee	N/A	$805	New	This fee covers costs when a developer ties in to a main line.
Miscellaneous City Fees	Fats, Oils, and Grease (FOG) Fee	N/A	$140	New	This fee covers inspection and compliance at food establishments

Other Fee Changes

Category	Fee Description	Current Fee	Proposed Fee	Change Amount	Change Reason
Street Light Energizing	40 WATTS	$68	$74	$6	Annual Adjustment based on SDG&E rates.
	45 WATTS	$73	$80	$7	
	70 WATTS	$98	$107	$9	
	85 WATTS	$112	$125	$13	
	100 WATTS	$127	$141	$14	
	150 WATTS	$176	$198	$22	
	200 WATTS	$225	$254	$29	
	250 WATTS	$274	$311	$37	
Street Light Energizing Fees are the cost for energizing each street light for eighteen months, and include a $30.00 charge per light for connecting the light to an SDG&E service point.					

Development Impact Fees

Category	Fee Description	Current Fee	Proposed Fee	Change Amount	Change Reason
Affordable Housing	Affordable Housing Credit Per Unit: Cassia Heights (Southeast and Southwest quadrants)	$65,385	$66,300	$915	West Urban CPI (1/2021) 1.4%
	Affordable Housing Credit Per Unit: Tavarua Senior Affordable Apartments (Northwest quadrant)	$93,810	$95,123	$1,313	
Habitat Mitigation	Type D - Coastal Sage Scrub	$35,155	$35,577	$422	San Diego CPI (1/2021) 2.4% (increases at 1/2 the index rate)
	Type E - Non-Native Grassland	$17,579	$17,790	$211	
	Type F - Agricultural Land, Disturbed Land, Eucalyptus Woodland	$3,516	$3,558	$42	
Sewer Benefit Areas	Sewer Benefit Area Fee - Area A	$1,224	$0	-$1,224	Sufficient funds have been collected to fulfill associated project costs
	Sewer Benefit Area Fee - Area B	$1,394	$0	-$1,394	
	Sewer Benefit Area Fee - Area G	$769	$0	-$769	
	Sewer Benefit Area Fee - Area J	$2,112	$0	-$2,112	
	Sewer Benefit Area Fee - Area L	$1,669	$0	-$1,669	
Traffic Impact Fees	Apartment (Inside of CFD 1) per ADT	$331	$338	$7	Per rate change below
	Apartment (Outside of CFD 1) per ADT	$390	$398	$8	
	Commercial/Industrial Cost Per Trip (Inside CFD)	$131	$134	$3	
	Commercial/Industrial Cost Per Trip (Outside of CFD)	$156	$159	$3	
	Condominium (Inside of CFD 1) per ADT	$331	$338	$7	
	Condominium (Outside of CFD 1) per ADT	$390	$398	$8	
	Single Family (Inside of CFD 1) per ADT	$331	$338	$7	
	Single Family (Outside of CFD 1) per ADT	$390	$398	$8	
*CMC 18.42.020 determines definitions and Average Daily Trips (ADT). Residential generation rates are: Single Family (calculated at 10 ADT), Condominiums (calculated at 8 ADT), Apartments (calculated at 6 ADT). CMC 18.42.050 - Traffic Impact Fees will be adjusted annually as part of the Capital Improvement Program budget process, by two percent or the annual percentage change in the Caltrans Construction Cost Index (12 month index, whichever is higher). FEES SUBJECT TO SECTION 66000 OF THE CALIFORNIA GOVERNMENT CODE.					

City of Carlsbad
Fiscal Year 2021-22
General City Service Fees
Proposed Rates starting 7/1/2021

Residential Services	Fee 21-22
Residential - per month (64 or 96 gallon cart)	$24.20
Residential - per month (35 gallon trash)	$22.03
Trash Collection - Residential - per month (backyard service)	$30.48
Extra trash cart beyond first cart	$2.64
Two additional Green Waste and/or Recycling carts will be free of charge, after each additional cart will be charged	$2.64

Commercial Services	Fee
Commercial Cart (1-96 gal trash, 1-96 gal recycling)	
One pick-up per week (1-96 gal cart - trash, 1-96 gal cart - recycling)	$50.56
Two pick-ups per week (1-96 gal cart - trash, 1-96 gal cart - recycling)	$89.43
Three pick-ups per week (1-96 gal cart - trash, 1-96 gal cart - recycling)	$128.21
One pick-up per week (1-96 gal cart - trash)	$24.13
Two pick-ups per week (1-96 gal cart - trash)	$48.27
Three pick-ups per week (1-96 gal cart - trash)	$72.38
Extra pick-up per week (1-96 gal cart - trash)	$11.38
Commercial Yard Bins	
2-yard bin - one pick-up per week	$86.33
2-yard bin - two pick-ups per week	$151.89
2-yard bin - three pick-ups per week	$217.54
2-yard bin - four pick-ups per week	$283.03
2-yard bin - five pick-ups per week	$348.68
2-yard bin - six pick-ups per week	$414.26
2-yard bin - extra pick-up	$41.54
3-yard bin - one pick-up per week	$117.27
3-yard bin - two pick-ups per week	$213.81
3-yard bin - three pick-ups per week	$310.32
3-yard bin - four pick-ups per week	$406.81
3-yard bin - five pick-ups per week	$503.36
3-yard bin - six pick-ups per week	$599.91
3-yard bin - extra pick-up	$55.73
4-yard bin - one pick-up per week	$156.37
4-yard bin - two pick-ups per week	$292.01
4-yard bin - three pick-ups per week	$427.69
4-yard bin - four pick-ups per week	$563.34
4-yard bin - five pick-ups per week	$698.99
4-yard bin - six pick-ups per week	$834.62
4-yard bin - extra pick-up	$66.68
5-yard bin - one pick-up per week	$195.52
5-yard bin - two pick-ups per week	$370.32
5-yard bin - three pick-ups per week	$545.10
5-yard bin - four pick-ups per week	$719.85
5-yard bin - five pick-ups per week	$894.65
5-yard bin - six pick-ups per week	$1,069.43
5-yard bin - extra pick-up	$77.61

Commercial Services (continued)	Fee
Commercial Split Bins includes 2 locks	
One pick-up per week	$94.72
Two pick-ups per week	$172.87
Three pick-ups per week	$251.00
Four pick-ups per week	$329.16
Five pick-ups per week	$407.28
Six pick-ups per week	$485.44
Commercial Recycling	
96 gal cart - one pick-up per week	$22.22
96 gal cart - two pick-ups per week	$44.46
96 gal cart - three pick-ups per week	$66.66
96 gal cart - extra pick-up	$10.53
3-yard bin - one pick-up per week	$85.08
3-yard bin - two pick-ups per week	$143.92
3-yard bin - three pick-ups per week	$202.77
3-yard bin - four pick-ups per week	$261.59
3-yard bin - five pick-ups per week	$312.28
3-yard bin - six pick-ups per week	$374.51
3-yard bin - seven pick-ups per week	$436.93
3-yard bin - extra pick-up	$39.05
4-yard bin - one pick-up per week	$86.47
4-yard bin - two pick-ups per week	$146.27
4-yard bin - three pick-ups per week	$206.08
4-yard bin - four pick-ups per week	$265.87
4-yard bin - five pick-ups per week	$317.37
4-yard bin - six pick-ups per week	$380.60
4-yard bin - seven pick-ups per week	$444.05
4-yard bin - extra pick-up	$39.72
Commercial Yard Waste	
96 gal cart - one pick-up per week	$25.01
96 gal cart - extra pick up	$11.04
3-yard bin - one pick-up per week	$135.28
3-yard bin - two pick-ups per week	$242.81
Commercial Compactor	
3-yard bin - one pick-up per week	$164.53
3-yard bin - two pick-ups per week	$308.13
3-yard bin - three pick-ups per week	$451.70
3-yard bin - four pick-ups per week	$595.26
3-yard bin - five pick-ups per week	$738.87
3-yard bin - six picks-up per week	$882.48
3-yard bin - extra pick-up	$66.91

Commercial Services (continued)	Fee
Special Haul Bin Rate - includes delivery fee	
3-yard bin - one pick-up per week	$144.15
3-yard bin - two pick-ups per week	$225.28
3-yard bin - three pick-ups per week	$306.39
3-yard bin - four pick-ups per week	$387.48
3-yard bin - five pick-ups per week	$468.61
3-yard bin - six pick-ups per week	$549.73
3-yard bin - extra pick-up	$47.07
Construction and Demolition Recycling	
Special Haul Bin (no Storm Water Fees) 1 week or less	$101.84
3-yard temporary C&D Recycling Bin	$120.63
4-yard temporary C&D Recycling Bin	$131.09
Other Fees and Charges	**Fee**
Bin Exchange	$65.56
Bin Lock Set Up Fee	$40.97
Locking Fee	$15.57
Overloaded Bins	$56.76
Bin paint charge fee - allowed 1 per year. After first paint within one year, there will be a charge per paint request.	$113.45
Bin that needs to be moved:	
5 to 30 feet	$5.74
31 to 50 feet	$7.79
Additional 25 feet increments	$7.79
Special haul bin delivery	$45.44
Certified burial at Miramar plus special handling fee charged by Miramar	$355.62
Commercial Return to Service Fee - The return to service fee for two or more calls in a one-month period by a bin	$73.08
Copy Fee - The charge for copies requested by customers	$1.56
Delivery of extra cart	$13.04
Late Fee - There will be a minimum fee on any delinquent account - $3 minimum charge	$3.91
Single and Multi-Family Residents - 3 bulky item pick ups per calendar year with 5 items maximum per pick up	
Bulky Item - Exceeding 5 per pick up - First item	$46.29
Bulky Item - Exceeding 5 per pick up - each addl item	$11.87
Commercial Bin Customers shall be charged for bulky item pick-ups	
Per Bulky Item - first item	$46.29
Per Bulky Item - each additional item	$11.87
Bulky Item requiring 2 people to handle	$66.40
Contamination Fee - to recover costs for separating solid waste placed in a recycling or green waste container or for arranging a special, unscheduled collection due to contamination.	$58.99
Scout service per bin per service	$53.08
Residential Return to Service Fee - The return to service fee for two or more calls in a one-month period by a residential customer	$37.17

Other Fees and Charges (continued)	Fee
Restart Fee - The fee for restarting commercial service when a permanent account has been terminated for non-payment.	$22.30
Roll off Service	
Service Fee - Roll off service	$242.11
Disposal Fee per Ton (pass through)	$49.05
Roll off - Demurrage Per Day Charge	$5.16
Delivery	$62.30
Delivery Demo (includes signage)	$63.43
Relocation Charge onsite	$48.67
Relocation Charge offsite	$69.46
Wash Out Receiver Boxes	$55.68
Dead Run charge	$83.47
Standby charge per minute after 5 minutes	$2.21

*Storm Water fee included

CITY COUNCIL
Staff Report

Meeting Date:	May 18, 2021
To:	Mayor and City Council
From:	Scott Chadwick, City Manager
Staff Contact:	Laura Rocha, Deputy City Manager, Administrative Services laura.rocha@carlsbadca.gov, 760-602-2415 Ryan Green, Finance Director ryan.green@carlsbadca.gov, 760-602-2414
Subject:	Cost of Service Study and Master Fee Schedule Update
District:	All

Recommended Action
Receive a report with staff recommendations for fee updates based on the results of the Master Fee Schedule Cost of Service Study and provide guidance to staff for how to proceed.

Executive Summary
A comprehensive Cost of Service Study and Fee Schedule Update to update the city's Master Fee Schedule was presented to the City Council on Dec. 10, 2019. The fee study was conducted to update how much it costs the city to provide certain services to the community for which fees are assessed. The City Council directed staff to include data from additional cities[1] in the comparative fee analysis and return to the City Council with recommendations for fee updates.

Due to a variety of factors, including the demands of the COVID-19 pandemic, the city has not updated many of the fees it charges since September 2018. Staff recommend amending the fee structure based on the most recent fee study conducted and on guidance provided by the City Council.

Discussion
Background
Under the terms of California propositions 218 and 26, which set restrictions on local government finance, user fees charged by the city are limited to recovering the cost of providing the related service. These services include general city fees, such as photocopies, library fees, water account service fees, and development fees, such as building permits, planning and engineering fees, and fire prevention fees.

[1] The cities of Vista, Oceanside, Escondido, Chula Vista and the City of San Diego were initially included for comparative analysis and the City Council directed staff to add the following cities: San Marcos, Encinitas, Solana Beach, Del Mar, Huntington Beach, Newport Beach, and San Clemente for comparison purposes.

For many years the city was using a purchased software program to calculate fee updates. With this software program becoming antiquated, staff prepared to contract for a professional evaluation that could compare the city's fees to current industry practices and standards. A comprehensive review about every five to seven years is recommended as a best management practice and is the industry standard.

In November 2016, the city's new EnerGov permitting system was brought online. Since the city was implementing a new permitting system, staff determined a new cost of service model would be appropriate to ensure that future fee updates encompass future operational and staffing changes. A request for proposal for a cost of service study was put forth by the city in 2017, the timing geared to allow for one full year of data collection after implementation of the new system.

NBS Government Finance Group was selected through the request for proposal procurement process. NBS was formed in 1996 and specializes in financial consulting for local governments in California. The company committed to tailoring its report to addressing Carlsbad's unique needs rather than handing the city a generic, or boilerplate, fee study. NBS has completed the fee study and staff are satisfied with the results. They provided the city with a framework for modernizing the current fee structure that can continue to be used for the foreseeable future.

Fee study

There were three phases of analysis completed in the fee study:

1) Cost of service analysis - A comprehensive effort across departments to capture all associated staff time and labor costs.
2) Fee establishment – This includes not only establishing the names and categories for fees but also recalibrating them to simplify the overall fee structure and to either increase the likelihood of full cost recovery or make the fee structure more equitable for the community.
3) Cost recovery evaluation – Comparing the current fee for each activity to the total cost of service for that service or activity.

The study included the following departments and divisions: Library & Cultural Arts, Office of the City Clerk, Planning, Land Development Engineering, Building, Police, Fire Prevention, and Utilities.

The fees that were included in the fee study fall under the General City Fees and Development Processing Fees categories in the current Master Fee Schedule. Some examples include fees for planning and building permits, burglary alarm registration and response fees and returned check fees. The city's water, wastewater, recycling and waste related utility rates, park fees, development impact fees and any special assessments were excluded from this study because all of them fall under distinct analytical and procedural requirements.

Details of the methodology and fees included in the fee study can be found in the appendix of Exhibit 1, Final Cost of Service Study Report.

As shown in the following table, cost recovery levels for fees in the fee study currently average 43%. The gap between costs and revenue from fees is covered by the city's General Fund revenues.

Report summary - current cost recovery

Department/ division	Estimated annual current fee revenue	Estimated annual full cost recovery revenue	Annual cost recovery revenue surplus / (deficit)	Cost recovery %
Library & Cultural Arts	$42,465	$453,145	($410,680)	9%
Office of the City Clerk	$595	$4,295	($3,700)	14%
Planning	$882,745	$3,041,567	($2,158,822)	29%
Engineering	$1,158,639	$3,697,898	($2,539,259)	31%
Building	$2,673,482	$3,396,796	($723,314)	79%
Police	$117,829	$192,361	($74,532)	61%
Fire	$406,291	$1,371,661	($965,370)	30%
Utilities	$5,729	$13,073	($7,344)	44%
Total	**$5,287,776**	**$12,170,796**	**($6,883,020)**	**43%**

Note: The fee study includes other general city fees which are excluded from the chart above because annual estimates could not be made. These fees are detailed in Exhibit 1

The Building Fee Schedule underwent a transition from being calculated based on the value of the construction being proposed to a calculation methodology dependent on square footage and occupancy classification. This transition in methodology is needed to align with the current best practice and is followed by other local agencies. The Building Division has also identified numerous minor common permit types, such as miscellaneous residential improvements, mechanical, plumbing, and engineering permits not associated with larger building permits, that will be charged as a flat fee amount and not be based on a square footage and occupancy classification calculation. The proposed new fee structure is consistent with refinements being made by jurisdictions throughout the state. This type of fee structure also results in fees that represent a clearer connection between the service provided and the fee collected.

Fire prevention fee

California Health and Safety Code Section 13146 requires the inspection of all hotels, motels, apartments, schools, and condominiums annually. In 2019, the city hired additional employees to help carry out this mandated requirement because the workload, resource requirements and associated costs are significant. As with other city provided services and as allowed by the Health and Safety Code, the city may collect a fee for the inspection up to the full cost recovery rate for these mandated inspections.

The city is not currently charging a fee for this service. Charging a fee for this service is in line with the city’s practice of recovering costs for services, the municipal financing laws in California Propositions 218 and 26, and the practice of other comparable jurisdictions. Staff propose this fee for the City Council’s consideration.

Cost recovery considerations

In setting fees and cost recovery, the level of user fee cost recovery should consider the public versus private benefit of the program or activity. The use of General Fund revenues to subsidize cost recovery levels may be deemed appropriate for public benefit services, while higher cost recovery user fees are appropriate for services that are of private benefit easily identified to individuals or groups.

When comparing city fees with other local agencies, it is useful to consider the following criteria:

- They reflect the "market" cost of such fees and can assist in assessing the reasonableness of city's fees, but survey data from other cities does not reflect the cost of service incurred by Carlsbad.
- Fee surveys should never be the sole or primary criteria in setting fees, because there are many factors that affect how and why other communities have set their fees at their levels. Examples include:
    - Differing cost recovery policies and procedures
    - Varied terminology for provisions of similar services
    - Basis of fees and frequency of review
    - Level and cost of services provided

The presentation to the City Council on Dec. 10, 2019 provided survey data regarding the most commonly charged community development-specific fees in each category from the cities of Vista, Oceanside, Escondido, Chula Vista and San Diego for comparative analysis. After the presentation, the City Council directed staff to add the cities of San Marcos, Encinitas, Solana Beach, Del Mar, Huntington Beach, Newport Beach and San Clemente. These comparisons are shown in Exhibit 2, Comparative Analysis of Community Development Fees. While it is difficult to accurately compare fees between agencies when their fee methodologies or categories differ, an effort was made to make appropriate comparisons whenever possible. Based on this survey, staff believe that the fees being recommended are appropriate and within the reasonable range of the market. While this survey does not cover all of Carlsbad's fees, it does show comparative analysis for the most comparable and frequently used items.

As discussed above, this is the first fully comprehensive fee study that has been completed since the new permitting system has been implemented. As a result, cost recovery levels have dropped to levels averaging around 43%. The gap between costs and cost recovery from fees is therefore currently being covered by General Fund revenues.

With a goal of incrementally increasing cost recovery levels over time, staff were mindful of the impact that significant increases would have year over year on the city's customers, especially given the current economic situation. Fees were reviewed individually, compared to current market rates where data was available, and reviewed by service line to determine if modification to the cost recovery level was appropriate or should be adjusted. The current and proposed fees vary in cost recovery, and staff considered the public versus private benefit of the program or activity.

In addition to considering the impact of cost recovery level increases, staff also focused on three additional goals when making recommendations for updated fees:

- The existing fee structure has been simplified whenever possible.
- "One-size-fits-all" fees that may have been burdensome for some customers have been analyzed and, when possible, these fees have been split into tiered amounts or otherwise revised.
- Staff recognizes the need to have the City Council establish policy when determining cost recovery levels and considering the public versus private benefit when establishing fees.

Staff's recommendation

After review and consideration, staff recommends the approval of an updated cost recovery methodology: the implementation of calculations dependent on square footage and occupancy classification in the Building Fee Schedule as well as implementation of new cost recovery fees for ongoing state mandated inspections in the Fire Prevention Division.

Staff's recommendation also follows a goal to increase cost recovery levels with a more equitable balance between public versus private benefit. In addition, all recommendations work to ensure that no fees exceed the cost of service as determined by the study.

The methodology proposed for the City Council's consideration is as follows:

- Cost recovery targets:
    - All fees that are currently set higher than full cost recovery are to be decreased to the cost recovery target rate.
    - Interim cost recovery targets are to be set at the lowest range of industry trends (at least until City Council policy is agreed upon).
- Incremental approach:
    - Cost increases will not jump to the industry trend, but rather be limited to the amounts as noted in the Recommended Maximum Annual Increase below.

Staff recommend the City Council request the Carlsbad Municipal Code and City Council Policy Ad Hoc Subcommittee provide a policy recommendation to guide future fee adjustments based on the public versus private benefit cost recovery strategy. This would help guide future fee adjustments and provide residents and well as businesses operating in the City of Carlsbad some insight when planning for future increases in rates.

Recommended cost recovery methodology

Department/ division	Industry trend in cost recovery	Current cost recovery %[1]	Recommended phased in cost recovery %[1]	Recommended maximum annual increase[1]	Effective new cost recovery %[1]
Library	n/a	9%	25%	10%	10%
City Clerk[2]	75% to 100%	14%	75%	10%	46%
Planning	60% to 80%	29%	60%	10%	32%
Engineering	90% to 100%	31%	90%	10%	30%
Building[3]	90% to 100%	79%	90%	10%	77%
Police	75% to 100%	61%	75%	10%	63%
Fire[4]	70% to 100%	30%	70%	10%	70%
Utilities	75% to 100%	44%	75%	10%	48%
Total	**n/a**	**43%**	**79%**	**10%**	**48%**

[1] *The reflected annual increase is an aggregate average and some fees may be recommended at an amount greater or less than the average.*

[2] *Includes a new fee, appeals to city council, being recommended at75% of full cost recovery.*

[3] *Fees that would have been greater than allowable cost recovery rates have been reduced to the recommended level.*

[4] *Includes the newly proposed fire prevention fees at 70% of full cost recovery.*

Options

1. Implement updated fee structures, increase fees in line with staff recommendations

   Pros

   - Provides a clear connection between service provided and fee collected, making the fee structure more defensible if challenged
   - Provides some level of balance between public versus private benefit of services
   - General Fund revenue would increase and could be used for other city priorities
   - Significant fee increases would be avoided in most areas during time of economic uncertainty and fee increases would be incremental, allowing residents and businesses to plan for future increases

   Cons

   - Implementation efforts for new fee structures will be intensive for city staff, requiring system updates, establishing new processes, etc.
   - Demand for services may reduce in areas with significant fee increases

2. Implement updated fee structures, increase fees with an alternate methodology

   Pros and cons will depend on the alternate option selected by the City Council

3. Implement updated fee structures, including the Building Fee Schedule, and keep fee amounts at current levels except for those fees which exceed cost recovery levels.

   Pros

   - Not increasing fees may promote economic recovery during a time of economic uncertainty and hardship
   - Use of city resources would be limited since implementing changes to the current fee structure would be minimal

Cons

- Fee structures for building and other areas would not be aligned with other local agencies and what is considered the current best practice
- General Fund revenue will increase its subsidization of fee-based services, furthering the public versus private benefit inequity and prohibiting the potential use of funds on other public services

4. Implement updated fee structures and increase fees to 100% cost recovery as much as possible as outlined in the fee study.

   Pros

   - Provides a clear connection between service provided and fee collected, making the fee structure more defensible if challenged
   - General Fund revenue would increase and could be used for other city priorities

   Cons

   - Demand for services may reduce in areas with significant fee increases.
   - Implementation efforts for new fee structures will be intensive for city staff, as noted above
   - Increasing fees to this level would not consider the industry trends
   - Increasing fees in this manner would likely not reflect the public versus private benefit parity

5. Leave the fees as they are.

   Pros

   - During a time of economic uncertainty and hardship, not increasing fees may promote economic recovery
   - Use of city resources would be limited as implementing changes to the current fee structure would be minimal

   Cons

   - Fee structures for building and other areas would not be aligned with other local agencies and what is considered the current best practice
   - General Fund revenue will continue to subsidize fee-based services

Fiscal Analysis

The table below outlines the projected fiscal and cost recovery level impacts resulting from the approval of the recommended fees if Option 1 is selected. These changes would result in an estimated $576,139 increase in cost recovery revenue annually to the General Fund each year. The actual additional revenue to be generated by the proposed changes are dependent upon the volume of projects processed by the city in any given year.

Report Summary

Department / division	Estimated annual current fee revenue	Estimated annual full cost recovery revenue	Annual cost recovery revenue surplus / (deficit)	Current cost recovery %	Proposed fees estimated revenue	Proposed fee cost recovery level
Library	$42,465	$453,145	($410,680)	9%	$46,719	10%
City Clerk	$595	$4,295	($3,700)	14%	$1,997	46%
Planning	$882,745	$3,041,567	($2,158,822)	29%	$968,861	32%
Engineering	$1,158,639	$3,697,898	($2,539,259)	31%	$1,126857	30%
Building	$2,673,482	$3,396,796	($723,314)	79%	$2,632,362	77%
Police	$117,829	$192,361	($74,532)	61%	$121,121	63%
Fire	$406,291	$1,371,661	($965,370)	30%	$959,696	70%
Utilities	$5,729	$13,073	($7,344)	44%	6,302	48%
Total	**$5,287,776**	**$12,170,796**	**($6,883,020)**	**43%**	**$5,863,915**	**48%**

[1] *While a cost of service analysis at the individual fee level for General City Fees was completed, annualized outcomes are not available, those marked as "n/a" above.*

Next Steps

Previous changes to fees have usually been approved by the City Council in conjunction with the presentation and adoption of the annual operating budget. Staff will return with any modifications to fees as requested by City Council with the preliminary FY 2021-22 budget. At that time, the City Council can set the Public Hearing and the fees will be noticed for fee adoption. These fee changes would be effective Sept. 1, 2021. If the City Council desires, staff will return at a future meeting with policy recommendations from the Carlsbad Municipal Code and City Council Policy Ad Hoc Subcommittee for cost recovery levels that establishes a balance between public versus private benefit.

Environmental Evaluation

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

Public Notification and Outreach

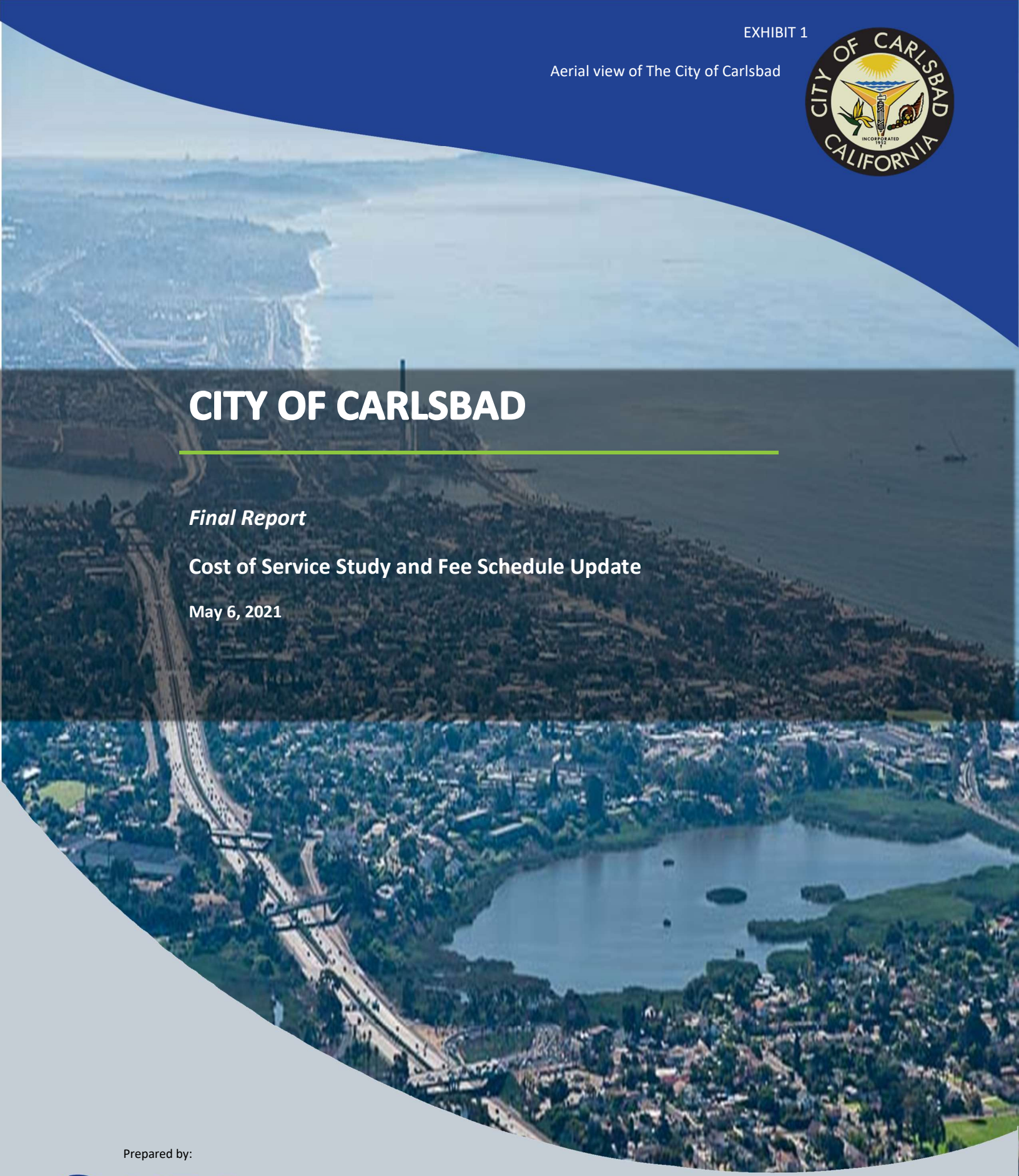
Public notice of this item was posted in keeping with the state's Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. Final Cost of Service Study Report
2. Comparative Analysis of Community Development Fees

EXHIBIT 1

Aerial view of The City of Carlsbad



CITY OF CARLSBAD

Final Report

Cost of Service Study and Fee Schedule Update

May 6, 2021

Prepared by:

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helping communities fund tomorrow
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1. EXECUTIVE SUMMARY

NBS performed a Cost of Service Study and Fee Schedule Update (Fee Study) for the City of Carlsbad (City). The purpose of this report is to describe the Study's findings, which intend to defensibly update and establish user and regulatory fees for service for the City of Carlsbad, California.

California cities impose user fees and regulatory fees for services and activities they provide through provisions of the State Constitution. First, cities may perform broad activities related to their local policing power and other service authority as defined in Article XI, Sections 7 and 9. Second, cities may establish fees for service through the framework defined in Article XIIIC, Section 1. Under this latter framework, a fee may not exceed the estimated reasonable cost of providing the service or performing the activity. For a fee to qualify as such, it must relate to a service or activity under the control of the individual/entity on which the fee is imposed. For example, the individual/entity requests service of the municipality or his or her actions specifically cause the municipality to perform additional activities. In this manner, the service or the underlying action causing the municipality to perform service is either discretionary and/or is subject to regulation. As a discretionary service or regulatory activity, the user fees and regulatory fees considered in this Study fall outside requirements for imposition of taxes, special taxes, or fees imposed as incidences of property ownership.

The City's chief purposes in conducting this Study were to ensure that existing fees do not exceed the costs of providing services, and to provide an opportunity for the City Council to align fee amounts with local cost recovery policies.

1.1 Findings

This Study examined user and regulatory fees managed by the following City departments and divisions: Library, City Clerk, Planning, Land Development Engineering, Construction Management & Inspection, Building, Police, Fire Prevention, Utilities, and other General City Fees. The following table provides a summary of results for each department or division studied:

TABLE 1. REPORT SUMMARY[1]

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Library	$ 42,465	$ 453,145	$ (410,680)	9%
City Clerk	$ 595	$ 4,295	$ (3,700)	14%
Planning	$ 882,745	$ 3,041,567	$ (2,158,822)	29%
Engineering	$ 1,158,639	$ 3,697,898	$ (2,539,259)	31%
Building	$ 2,673,482	$ 3,396,796	$ (723,314)	79%
Police	$ 117,829	$ 192,361	$ (74,532)	61%
Fire	$ 406,291	$ 1,371,661	$ (965,370)	30%
Utilities	$ 5,729	$ 13,073	$ (7,344)	44%
General City Fees	n/a	n/a	n/a	n/a
Total	**$ 5,287,776**	**$ 12,170,796**	**$ (6,883,020)**	**43%**

As shown, the Study identified approximately $5.3 million in annual revenue collected at current fee amounts, versus $12.2 million of estimated costs eligible for recovery from fees for service. The City is

[1] *While a cost of service analysis at the individual fee level for General City Fees was completed, annualized outcomes are not available, thus marked as "n/a" above.*

currently recovering approximately 43% of the total costs associated with providing fee related services. Should the Council adopt fee levels at 100% of the calculated full cost recovery fee amounts determined by this Study, an additional $6.9 million in costs could be recovered.

However, as discussed in Section 2.2.3 of this report, there may be reasons why policy makers chose to adopt fees at less than the calculated full cost recovery amount.

1.2 Report Format

This report documents analytical methods and data sources used throughout the Study, presents findings regarding current levels of cost recovery achieved from user and regulatory fees.

- Section 2 of the report outlines the foundation of the Study and general approach
- Sections 3 through 11 discuss the results of the cost of service analysis performed, segmented by category of fee and/or department. The analysis applied to each category/department falls into studies of: the fully burdened hourly rate(s) and the calculation of the costs of providing service.
- Section 12 provides the grand scope conclusions of the analysis provided in the preceding sections
- Appendices to this report include additional analytical details supporting the cost of providing each fee for service

2. INTRODUCTION AND FUNDAMENTALS

2.1 Scope of Study

The following is a summarized list of fees studied for each City department or division studied, including fees newly added during the course of this Study:

- **Library Division:**
  - Account Collection
  - Borrowing Audio Visual Equipment
  - Card Replacement
  - Print and Copies
  - Interlibrary Loan
  - Lost/Damaged Items
  - Refund Check Processing

- **City Clerk Division:**
  - Appeals
  - Subpoena Fees
  - Copy Fees
  - FPPC Fees
  - Candidate Filing Fee – NEW FEE
  - Notice of Intention to Circulate Petition Filing Fee – NEW FEE

- **Planning Division:**
  - Permits – Coastal Development, Conditional Use, Hillside Development
  - Environmental Impact Assessment
  - Fish & Game
  - Habitat Management Plan (HMP)
  - Landscape Plan check & Inspection
  - Master Plan Fees
  - Sign Program
  - Site Development
  - Specific Plan Fees
  - Tentative Maps
  - Variance
  - Zone Change and Compliance
  - Building Plan Review Fees – NEW FEE
  - Research Fee – NEW FEE

- **Land Development Engineering Division:**
  - Certificate of Compliance
  - Construction Change Review
  - Developer Agreements
  - Easement Document Processing and Recording
  - Encroachment Agreement Processing
  - Grading Plan Check and Permit
  - Improvement Plan Review and Agreements
  - Mapping

- Right-of-Way Permits
- Storm Water Pollution Prevention Plan (SWPPP)
- Street/Public Service Easement
- Building Plan Review Fees - NEW FEE

- **Building Division:**
  - New Construction, Additions and Major Remodel inspections.
  - Mechanical, Plumbing and Electrical Permits
  - Awnings or Canopy Permits
  - Deck / Balcony Permits
  - Patio Permits
  - Kitchen / Bath Remodels
  - Re-roofing
  - Signs
  - Solar Permits
  - Storage Racks
  - Swimming Pools

- **Police Department:**
  - Audio/Photos on Disk
  - Burglary Alarm Registration and Response
  - Panic Alarm Response
  - Dispatch Records Searches
  - Entertainment License
  - Fingerprinting
  - Fix-It Ticket
  - Handicap Placard Violation Waiver Processing
  - Emergency Response DUI Traffic Collision
  - Body Worn Camera Production Videos
  - Storage/Impounded Vehicle Administrative Charge
  - Burglary Alarm Registration Fee – NEW FEE

- **Fire Prevention Division:**
  - Sprinkler System – New, Tenant Improvement, Other
  - Alarm System – New, Sprinkler Monitoring, Tenant Improvement Fire
  - Development Applications, Plan Review, and Inspection
  - Special Events Application Processing
  - Annual Inspections and Fire Code Permits
  - Fire Prevention Division Access & Fire Lanes – NEW FEE

- **Utilities Department:**
  - Water Account Fees
  - Water Service Fees
  - Recycled Water Fees
  - Wastewater Fees
  - E28 Recycled Water Shutdown – Deposit – NEW FEE
  - E28 Recycled Water Shutdown - Actual Cost – NEW FEE

- **General City Fees:**
  - Business Licenses
  - Administrative Fees
  - Geographic Information System (GIS)
  - Hearing Disposition Services for Parking Citations
  - City Publications
  - Community Facilities District Annexation

The fees examined in this Study specifically excluded development impact fees, utility rates, and any special tax assessments, all of which fall under distinct analytical and procedural requirements different from the body of user/regulatory fees analyzed in this effort. Additionally, this Study excluded facility and equipment rental rates, as well as most of fines and penalties imposed by the City for violations to its requirements or codes. (The City is not limited to the costs of service when charging for entrance to or use of government property, or when imposing fines and penalties.)

2.2 Methods of Analysis

There are three phases of analysis completed for each City department or program studied:

1. Cost of service analysis
2. Fee establishment
3. Cost recovery evaluation

2.2.1 COST OF SERVICE ANALYSIS

This cost of service analysis is a quantitative effort that compiles the full cost of providing governmental services and activities. There are two primary types of costs considered: direct and indirect costs. Direct costs are those that specifically relate to an activity or service, including the real-time provision of the service. Indirect costs are those that support provision of services in general, but cannot be directly or easily assigned to a singular activity or service.

Components of the full cost of service include direct labor costs, indirect labor costs, specific direct non-labor costs where applicable, allocated non-labor costs, and allocated Citywide overhead. Definitions of these cost components are as follows:

- **Labor costs –** Salary, wages and benefits expenses for City personnel specifically involved in the provision of services and activities to the public.

- **Indirect labor costs –** Personnel expenses supporting the provision of services and activities. This can include line supervision and departmental management, administrative support within a department, and staff involved in technical activities related to the direct services provided to the public.

- **Specific direct non-labor costs –** When applicable, discrete expenses incurred by the City due to a specific service or activity performed, such as contractor costs, third-party charges, and very specific materials used in the service or activity.

- A**llocated indirect non-labor costs** – Expenses other than labor for the departments involved in the provision of services. In most cases, these costs are allocated across all services provided by a department, rather than directly assigned to fee categories.

- **Allocated indirect organization-wide overhead** – These are expenses, both labor and non-labor, related to agency-wide support services. Support services include general administrative services such as City Manager, Finance, Information Technology, etc. An agency's support services departments assist the direct providers of public service. The amount of costs attributable to each department or program included in this Study were sourced from a separate overhead Cost Allocation Plan, created by NBS.

All cost components in this Study use annual (or annualized) figures, representing a twelve-month cycle of expenses incurred by the City in the provision of all services and activities agency-wide.

Nearly all of the fees under review in this Study require specific actions on the part of City staff to provide the service or conduct the activity. Because labor is the primary underlying factor in these activities, the Study expresses the full cost of service as a fully burdened cost per labor hour. NBS calculates a composite, fully burdened, hourly rate for each department, division, program, or activity, as applicable to the specific organization and needs of each area studied. The rate serves as the basis for further quantifying the average full cost of providing individual services and activities.

Deriving the fully burdened hourly rate requires two figures: the full costs of service and the number of hours available to perform those services. The full costs of service are quantified through the earlier steps described in this analysis. NBS derives the hours available from a complete listing of all City employees and, when applicable, hours of service available from contracted professionals.

The City has supplied NBS with the total number of paid labor hours for each function/service within each department or division studied. These available hours represent the amount of productive time available for providing both fee-recoverable and non-fee recoverable services and activities. The productive labor hours divided into the annual full costs of service equals the composite fully burdened labor rate. Some agencies also use the resulting rates for other purposes than setting fees, such as when the need arises to calculate the full cost of general services or structure a cost recovery agreement with another agency or third party.

Fully burdened labor rates applied at the individual fee level estimate an average full cost of providing each service or activity. This step required the development of staff time estimates for the services and activities listed in the City's fee schedule. For all fee programs studied, time tracking records (if available) were useful in identifying time spent providing general categories of service (e.g. division administration, plan review, inspection, public information assistance, etc.). However, the City does not systematically track activity service time for all departments, or all individual fee-level services provided. Consequently, interviews and questionnaires were used to develop the necessary data sets describing estimated labor time. In many cases, the City estimated the average amount of time (in minutes and hours) it would take to complete a typical occurrence of each service or activity considered.

It should be noted that the development of these time estimates was not a one-step process: estimates received were carefully reviewed by both NBS and departmental management to assess the reasonableness of such estimates. Based on this review, the City reconsidered its time estimates until both parties were comfortable that the fee models reasonably reflected the average service level

provided by the City. Then, time estimates were applied to the appropriate fully burdened labor rate to yield an average total cost of the service or activity.

2.2.2 FEE ESTABLISHMENT

Establishing fee names and categories includes a range of considerations. The Study's process provided each department or division the opportunity to propose additions and deletions to their fee schedules, as well as rename, reorganize, and clarify fee names and categories. In most cases, the current structure of fees did not change; the focus is to recalibrate the fee amount to match the costs of services. In several cases, however, fee categories and fee names were simplified or re-structured to increase the likelihood of full cost recovery, or to enhance the fairness of how the fee applies to various types of fee payers.

Many such revisions better conform fees to current practices, as well as improve the calculation of fees owed by an individual, the application of fees, and the collection of revenues. Beyond this, some additions to the fee schedule were simply identification of existing services or activities performed by City staff for which no fee is currently charged.

The City's fee schedule should include the list of fully burdened rates developed by the Study. Documenting these rates in the fee schedule provides an opportunity for the City Council to approve rates for cost recovery under a "time and materials" approach. It also provides clear publication of those rates, so fee payers of any uniquely determined fee can reference the amounts. The fee schedule should provide language that supports special forms of cost recovery for activities and services not contemplated by the adopted master fee schedule. These rare instances use the published rates to estimate a flat fee, or bill on an hourly basis, at the discretion of the director of each department.

2.2.3 COST RECOVERY EVALUATION

The NBS fee model compares the existing fee for each service or activity to the average total cost of service quantified through this analysis. A cost recovery rate of 0% identifies no current recovery of costs from fee revenues (or insufficient information available for evaluation). A rate of 100% means that the fee currently recovers the full cost of service. A rate between 0% and 100% indicates partial recovery of the full cost of service through fees. A rate greater than 100% means that the fee exceeded the full cost of service.

User fees and regulatory fees examined in this Study should not exceed the full cost of service. In other words, the cost recovery rate achieved by a fee should not be greater than 100%. In most cases, charging a fee above this threshold could require the consensus of the voters.

When modeling the "recommended" or "targeted" level of cost recovery for each fee, it should always be established at 100%, or less, than the calculated full cost of service. Targets and recommendations always reflect agency-specific judgments linked to a variety of factors, such as existing policies, agency-wide or departmental revenue objectives, economic goals, community values, market conditions, level of demand, and others.

A general means of selecting an appropriate cost recovery target is to consider the public and private benefits of the service or activity in question.

- To what degree does the public at large benefit from the service?

- To what degree does the individual or entity requesting, requiring, or causing the service benefit?

When a service or activity completely benefits the public at large, there is generally little to no recommended fee amount (i.e., 0% cost recovery), reflecting that a truly public-benefit service is best funded by the general resources of the City, such as General Fund revenues (e.g., taxes). Conversely, when a service or activity completely benefits an individual or entity, there is generally closer to or equal to 100% of cost recovery from fees, collected from the individual or entity. An example of a completely private benefit service may be a request for exemption from a City regulation or process.

In some cases, a strict public-versus-private benefit judgment may not be sufficient to finalize a cost recovery target. Any of the following other factors and considerations may influence or supplement the public/private benefit perception of a service or activity:

- If optimizing revenue potential is an overriding goal, is it feasible to recover the full cost of service?
- Will increasing fees result in non-compliance or public safety problems?
- Are there desired behaviors or modifications to behaviors of the service population helped or hindered through the degree of pricing for the activities?
- Does current demand for services support a fee increase without adverse impact to the citizenry served or current revenue levels? (In other words, would fee increases have the unintended consequence of driving away the population served?)
- Is there a good policy basis for differentiating between type of users (e.g., residents and non-residents, residential and commercial, non-profit entities and business entities)?
- Are there broader City objectives that inform a less than full cost recovery target from fees, such as economic development goals and local social values?

Because this element of the Study is subjective, NBS provides each fee calculation at 100% full cost recovery as well as the framework for the City to adjust recommended fee amounts in accordance with the City's goals as pertains to code compliance, cost recovery, economic development, and social values.

2.2.4 DATA SOURCES

The following data sources were used to support the cost of service analysis and fee establishment phases of this Study:

- The City of Carlsbad's Adopted Budget for Fiscal Year 2020-2021
- A complete listing of all City personnel, salary/wage rates, regular hours, paid benefits, and paid leave amounts – provided by the Finance Department.
- Various correspondences with the City staff supporting the adopted budgets and current fees, including budget notes and expenditure detail not shown in the published document.

- Prevailing fee schedules by each involved department or division.

- Annual workload data from the prior fiscal year provided by each involved department or division.

The City's adopted budget is the most significant source of information affecting cost of service results. NBS did not audit or validate the City's financial management and budget practices, nor was cost information adjusted to reflect different levels of service or any specific, targeted performance benchmarks. This Study has accepted the City's budget as a legislatively adopted directive describing the most appropriate and reasonable level of City spending. Consultants accept the City Council's deliberative process and ultimate acceptance of the budget plan and further assert that through that legislative process, the City has yielded a reasonable expenditure plan, valid for use in setting cost-based fees.

Original data sets also support the work of this Study: primarily, estimated or tracked time at various levels of detail. To develop these data sets, consultants prepared questionnaires and conducted interviews with each division. In the fee establishment phase of the analysis, each division supplied estimates of average time spent providing a service or activity corresponding with an existing or new fee. NBS and departmental management reviewed and questioned responses to ensure the best possible set of estimates.

3. LIBRARY DIVISION

The Carlsbad City Library serves the community with three inviting and unique facilities and provides high-quality services and programs year-round for all ages.

3.1 Cost of Service Analysis

NBS developed composite fully-burdened hourly rates for full time versus part time personnel. This was performed uniquely for the Library Division, in order to conform to the manner in which it typically staffs services and activities. Table 3 shows the summary of outcomes from the Cost of Service Analysis:

TABLE 3. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Library Direct Services - Full Time	Library Direct Services - Part Time
Labor	$ 735,682	$ 962,918
Recurring Non-Labor	141,521	153,329
Citywide Overhead	834,925	904,583
Library Admin	262,817	310,204
Division Total	**$ 1,974,945**	**$ 2,331,033**
Fully Burdened Hourly Rate	**$ 127**	**$ 48**
Reference: Direct Hours Only	**15,539**	**48,439**

All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$127** for Full-Time employees and **$48** for Part-Time employees which support Library Direct Services.

3.2 Fee Establishment

No changes were made the Library Division's Fee schedule. Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

3.3 Cost Recovery Evaluation

Appendix A.1 presents the results of the detailed cost recovery analysis for the Library Division's fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. The Cost of Service Per Activity for each fee item is compared to the City's current fee for each service, and the "Existing Cost Recovery %" shows whether each fee is under, over, or approximately equal to the cost of providing the service.

The Library Division's fees currently recover approximately 9% of the total annual cost of providing services. As shown in the following table, the City collects approximately $42,000 per year in revenues at current fee amounts.

TABLE 4. COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Library	$ 42,465	$ 453,145	$ (410,680)	9%

At full cost recovery, the same demand for these services would recover approximately $453,000. Should the Council adopt fee levels at 100% of the calculated full cost recovery fee amounts determined by this Study, an additional $410,000 in costs could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Library Division staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

4. CITY CLERK DIVISION

The Office of the City Clerk acts as the compliance officer for federal, state and local statutes, including the Political Reform Act, the Brown Act, and the Public Records Act. The Office of the City Clerk is also responsible for conducting elections in a fair and impartial manner.

4.1 Cost of Service Analysis

NBS developed a composite fully-burdened hourly rate for the City Clerk Division, summarized in the table below:

TABLE 5. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Direct Services
Labor	$ 580,612
Recurring Non-Labor	147,018
Citywide Overhead	354,924
Department Admin	401,251
Division Total	**$ 1,483,806**
Fully Burdened Hourly Rate	**$ 143**
Reference: Direct Hours Only	**10,364**

The total annual cost of the City Clerk Division per year is approximately $1.4 million. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$143** for City Clerk support.

4.2 Fee Establishment

The following is a summary of overall changes made to the City's fee schedule for the City Clerk Division:

- Deletion of fees that are no longer used or not needed, such as:
  - Certification Charge
- Addition of new fee categories, notated as "New" in the "Current Fee / Deposit" column of Appendix A.2, including:
  - Candidate Filing Fee
  - Notice of Intention to Circulate Petition Filing Fee

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

4.3 Cost Recovery Evaluation

Appendix A.2 presents the results of the detailed cost recovery analysis for the City Clerk's Department's fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. The "Cost of Service Per Activity" for each fee item is compared to the City's current fee for each service, and the "Existing Cost Recovery %" shows whether each fee is under, over, or approximately equal to the cost of providing the service.

The City Clerk Division's fees currently recover approximately 14% of the total annual cost of providing services. As shown in the following table, the City collects approximately $600 per year in revenues at current fee amounts.

TABLE 6. COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
City Clerk	$ 595	$ 4,295	$ (3,700)	14%

At full cost recovery, the same demand for these services would recover approximately $4,300. Should the City Council adopt all fees at 100% of the Cost of Service per Activity amounts shown, an additional $3,700 could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, City Clerk Division staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

5. PLANNING DIVISION

The Planning Division guides the physical development of the city in a manner that preserves the quality of life for its residents, by ensuring that all new planning programs and development projects comply with the General Plan, Local Coastal Program, Zoning, and the performance standards of the Growth Management Plan. Advice and technical support is provided to the City Council and Planning Commission regarding the compliance of all development proposals with the city's zoning, subdivision and environmental ordinances. In addition, the Planning Division does analysis and prepares reports dealing with long-range planning matters, such as demographic projections, open space protection and General Plan updates.

5.1 Cost of Service Analysis

NBS calculated the total estimated annual cost of Planning Division services, segregated between those costs that are eligible and/or targeted for recovery in fees for service, versus those that require another funding source other than fees. Fee-recoverable costs are then translated into a "fully burdened" hourly rate, for purposes of individual fee calculations. Table 7 shows the summary of outcomes from the Cost of Service Analysis:

TABLE 7. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Public Counter Duty / General Info	Advance / Long Range Planning	Non-Fee Support To Other City Departments	Current Planning - Direct Services	Total
Labor	$ 215,988	$ 662,188	$ 369,207	$ 895,478	$ 2,142,862
Recurring Non-Labor	23,248	71,276	39,741	96,387	230,652
Citywide Overhead	124,573	381,922	212,943	516,474	1,235,912
Planning Division Admin	88,763	272,134	151,730	368,007	880,633
Division Total	**$ 452,571**	**$ 1,387,520**	**$ 773,621**	**$ 1,876,346**	**$ 4,490,058**
Cost Recovery Targeted from Fees	50%	0%	0%	100%	47%
Amount Targeted for Consideration in Billings/Fees	226,286	-	-	1,876,346	2,102,632
Amount Requiring Another Funding Source	226,286	1,387,520	773,621	-	2,387,427
Fully Burdened Hourly Rate					**$ 164**
				Reference: Direct Hours Only	**12,847**

As shown, the total cost of the Planning Division per year is approximately $4.5 million. Approximately 47% of the total costs ($2.1 million) are targeted for recovery in fees, while approximately $2.4 million require another funding source. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$164**.

The cost category columns shown in the table above were adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully burdened hourly rate, the following provides a description of each cost category and its resulting application toward the fully burdened hourly rate calculation:

- **Public Counter Duty / General Info** – Planning Staff responds to phone calls and general information requests that support the development review process. Costs associated with the provision of general public information and public counter services are not only a basic and

expected function of governmental services to the public, but also an overall supportive and beneficial service to active and incoming applications and requests for development approval. As such, NBS recommends only partial recovery of these costs in fees for service, to the extent that the City estimates what degree of these services are in support of active or incoming project approval requests. Planning staff estimated that approximately 50% of these costs support land use application review activities and are therefore targeted for recovery in fees for services, while the remaining require another funding source other than fees.

- **Advance / Long Range Planning** – Planning staff support the ongoing maintenance and cyclical update of the City's General Plan and local zoning ordinances. These costs are not targeted for recovery in the user and regulatory fees subject to this Study. The City may want to consider addition of a General Plan Surcharge fee for recovery of these costs.

- **Non-Fee Support for Other Departments** – Planning staff provides support to other City Departments. These are not recommended for recovery from Planning fees.

- **Current Planning – Direct Services** – Development review and approval comprises the majority of the Planning Division's work efforts. 100% of these costs are eligible for recovery from the Division's fees for service.

Significant analytical and policy decisions influence the inclusion or exclusion of categorized activity costs in the fully burdened hourly rate. The decision of whether to apply or exclude certain costs toward recovery in fees for service stems from the basic fee setting parameters offered by the California State Constitution and Statutes, which requires that any new fee charged, or existing fee increased should not exceed the estimated amount (cost) required to provide the service for which the charged. For more discussion on the approach to the Cost of Service Analysis, see report section 2.2.1

5.2 Fee Establishment

The following is a summary of overall changes made to the City's fee schedule for the Planning Division:

- Deletion of fees that are no longer used or not needed, such as:
  - General Plan Amendment – Over 5 Acres
  - Master Plan – Pre-Filing Submittal
  - Planning Commission Determination – Single Family
  - Zone Change – 5.1 or more acres

- Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure, such as:
  - Community Facilities District Annexation: Moved to Finance Fee Schedule
  - Landscape Plan Check and Inspection fees: Moved to the Planning fee schedule from the Engineering fee schedule and structured to better "pass through" consultant/contractor costs.
  - Construction Change Review – Major: Moved to Engineering Fee Schedule
  - Construction Change Review – Minor: Moved to Engineering Fee Schedule
  - Blueprints and Copy fees moved to City Clerk

- Addition of new fee categories, notated as "New" in Appendix A.3:
  - Building Plan Review Fees
  - Research Fee

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

5.3 Cost Recovery Evaluation

Appendix A.3 presents the results of the detailed cost recovery analysis for the City's Planning Division fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. This Cost of Service per Activity is reflective of the Planning Division's costs for review of each entitlement/permit, as well as any supporting department/division's review as required by the City's established development review processes. Engineering, Building, and Fire may all receive routed copies of planning applications for review and comment. As such, NBS structured the City's fee model to quantify support costs for each of these departments, where applicable.

The City's Planning Division fees currently recover approximately 29% of the total annual cost of providing services. As shown in the following table, the City collects approximately $893,000 per year in revenues at current fee amounts.

TABLE 8. COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Planning	$ 882,745	$ 3,041,567	$ (2,158,822)	29%

At full cost recovery, the same demand for these services would recover approximately $3 million. Should the City Council adopt all fees amounts at 100% of the Cost of Service per Activity amount, an additional $2.2 million could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Planning Division staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

6. LAND DEVELOPMENT ENGINEERING DIVISION

Land Development Engineering is responsible for reviewing and approving grading plans, improvements plans, subdivision maps, implementing regional storm water regulations, issuing grading, right-of-way, and haul route permits, and administration of the floodplain.

In addition to its responsibilities to implement the City's Capital Improvement Program, the Land Development Engineering and Construction Management & Inspections (CM&I) Division performs field inspections of engineering permits including grading, improvements, haul route, work in the right-of-way and traffic control.

6.1 Cost of Service Analysis

NBS calculated the total estimated annual cost of the Land Development Engineering and CM&I divisions' services, segregated between those costs that are eligible and/or targeted for recovery in fees for service, versus those that require another funding source other than fees. Fee-recoverable costs are also expressed as a "fully burdened" hourly rate. For purposes of analysis, NBS developed separate fully burdened hourly rates for the Land Development Engineering and CM&I divisions.

Table 9.1 provides the summary of outcomes for Land Development Engineering:

TABLE 9.1 ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Public Counter Duty / General Info	CIP and Planning	Direct Permit Processing / Project Review	Code Enforcement/ Violations	Inspections/ After project permit issuance	Total
Labor	$ 259,084	$ 427,690	$ 554,990	$ 26,535	$ 62,749	$ 1,331,048
Recurring Non-Labor	26,448	43,660	56,655	2,709	6,406	135,877
Citywide Overhead	140,115	231,300	300,144	14,351	33,935	719,845
Engineering Division Admin	98,868	163,210	211,788	10,126	23,945	507,938
Division Total	**$ 524,516**	**$ 865,860**	**$ 1,123,577**	**$ 53,720**	**$ 127,035**	**$ 2,694,708**
Cost Recovery Targeted from Fees	60%	0%	100%	0%	100%	58%
Amount Targeted for Consideration in Billings/Fees	314,709	-	1,123,577	-	127,035	1,565,322
Amount Requiring Another Funding Source	209,806	865,860	-	53,720	-	1,129,387
Fully Burdened Hourly Rate						**$ 215**
					Reference: Direct Hours Only	**7,270**

The total annual cost of the Land Development Engineering Division per year is approximately $2.7 million. Approximately 58% of the total costs are eligible and/or targeted for recovery in fees, while approximately $1.1 million require another funding source. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$215** Land Development Engineering fees.

The cost category columns shown in the table above were adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully burdened hourly rate, the following provides summary descriptions of each cost category:

- **Public Counter Duty / General Info** – Division staff respond to phone calls and general information requests at the public counter. Costs associated with the provision of public information and public counter services are not only a basic and expected function of governmental services to the public, but also a supportive service to active and incoming requests for plan review and permitting. As such, NBS recommends only partial recovery of these costs in fees for service. Engineering Department staff estimated that approximately 60% of these costs support the plan check and permitting process and are therefore targeted for recovery in fees for services, while the remaining require another funding source other than fees.

- **CIP –** Engineering staff support the review and implementation of various City capital improvement projects (CIP). These costs do not apply toward recovery from Engineering fees.

- **Direct Permit Processing/Project Review** – Work activities associated with active plan check and permit applications. 100% of these costs are recoverable in fees for service.

- **Code Enforcement/Violations** – Work activities associated with code enforcement and violations follow up pertaining to the City's adopted codes and policies that govern the use and maintenance of private property. These costs do not apply toward recovery from Engineering fees.

- **Inspections/After Project Permit Issuance** – Work activities associated with inspections after project permits are issued. 100% of these costs are recoverable in fees for service.

Table 9.2 provides the summary of outcomes for CM&I:

TABLE 9.2 COST OF SERVICE OUTCOME AND FULLY BURDENED HOURLY RATE CALCULATION

Cost Element	CIP	LDE Direct Services
Labor	$ 453,318	$ 1,023,859
Recurring Non-Labor	78,504	177,308
Citywide Overhead	314,376	405,081
CM&I Admin	350,400	665,127
Division Total	**$ 1,196,599**	**$ 2,271,375**
Fully Burdened Hourly Rate	**n/a**	**$ 160**
	Reference: Direct Hours Only	**14,198**

The total annual cost of the CM&I Division per year is approximately $3.5 million, however approximately $1.2 million in CIP costs are not eligible for recovery from fees for service. The remaining $2.3 million Direct Service costs are eligible and/or targeted for recovery in fees. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$160** for CM&I fees.

The cost category columns shown in the table above were adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully burdened hourly rate, the following provides summary descriptions of each cost category:

- **CIP –** Engineering staff support the review and implementation of various City capital improvement projects (CIP). These costs do not apply toward recovery from Engineering fees.

- **LDE Direct Services** – Work activities associated with various land development engineering direct services; such as reviewing and approving grading plans, improvement plans, subdivision maps, and administration of flood plain. 100% of these costs are recoverable in fees for service.

6.2 Fee Establishment

The following is a summary of overall changes made to the City's fee schedule for Engineering Department:

- Reorganization of fee categories or clarification of fee names to create a more user-friendly fee structure, such as:
    - Landscape Plan Check and Inspection fees: Moved to the Planning fee schedule from the Engineering fee schedule and structured to better "pass through" consultant/contractor costs.
    - Encroachment permits for work performed in the right of way by utilities to be charged a City processing fee and an hourly fee for the Inspector's time
    - Third party review of special studies will be charged a City processing fee in addition to the actual cost of the consultant
    - Blueprints and Copy fees moved to City Clerk

- Addition of new fee categories include fees for review of building plan submittals.

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

6.3 Cost Recovery Evaluation

Appendix A.4 presents the results of the detailed cost recovery analysis for the Land Development Engineering and CM&I Division's fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. This Cost of Service per Activity is reflective of the Land Development Engineering and CM&I Division's costs for review of each fee category or service, as well as any supporting department/division's review as required by the City's established development review processes. The Fire and Utilities Departments may each receive routed copies of improvement plans and final map submittals for review and comment. As such, NBS structured the City's fee model to quantify support costs for each of these departments, where applicable.

The City's Land Development Engineering Division's fees currently recover approximately 31% of the total annual cost of providing services. As shown in the following table, the City collects approximately $1.2 million per year in revenues at current fee amounts.

TABLE 10. COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Engineering	$ 1,158,639	$ 3,697,898	$ (2,539,259)	31%

At full cost recovery, the same demand for these services would recover approximately $3.7 million. Should the City Council adopt all fees at 100% of the Cost of Service per Activity amounts shown, an additional $2.5 million could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Land Development Engineering Division staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

7. BUILDING DIVISION

The Building Division was established to protect those who live and work in Carlsbad by enforcing building and safety standards contained in the state Building Codes and various municipal codes and policies. The Building Division performs field inspections in order to ensure that the work under an issued building permit is being done according to the approved plans.

7.1 Cost of Service Analysis

NBS calculated the total estimated annual cost of Building Division services, segregated between those costs that are eligible and/or targeted for recovery in fees for service, versus those that require another funding source other than fees. Fee-recoverable costs are also translated into a "fully burdened" hourly rate, for purposes of individual fee calculations. Table 11 shows the summary of outcomes from the Cost of Service Analysis:

TABLE 11. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Public Counter / General Info	Building Direct Services - Processing	Building Direct Services - Plan Check	Building Direct Services - Inspection	Total
Labor	$ 78,206	$ 321,981	$ 53,340	$ 436,023	$ 889,550
Recurring Non-Labor	15,694	64,612	10,704	84,999	176,009
Citywide Overhead	51,965	213,944	35,443	281,450	582,801
Building Division Admin	50,194	206,651	34,234	276,140	567,220
Division Total	**$ 196,058**	**$ 807,187**	**$ 133,721**	**$ 1,078,613**	**$ 2,215,579**
Cost Recovery Targeted from Fees	80%	100%	100%	100%	98%
Amount Targeted for Consideration in Billings/Fees	156,847	807,187	133,721	1,078,613	2,176,368
Amount Requiring Another Funding Source	39,212	-	-	-	39,212
Fully Burdened Hourly Rate					**$ 153**
				Reference: Direct Hours Only	**14,253**

The total annual cost of the Building Division is approximately $2.2 million. Approximately 98% of the total costs are eligible and/or targeted for recovery in fees, with approximately $39,000 requiring another funding source. All subsequent cost of service calculation at the individual fee level assume a fully burdened hourly rate of **$153**.

The cost category columns shown in the table above were adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully burdened hourly rate, the following provides summary descriptions of each cost category:

- **Public Information / Counter Services** – Processing, Plan Check and Inspection Services staff respond to phone calls and general information requests at the public counter. Costs associated with the provision of public information and public counter services are not only a basic and expected function of governmental services to the public, but also a supportive service to active and incoming requests for plan check and permitting. As such, NBS recommends only partial recovery of these costs in fees for service. Building Division staff

estimated that approximately 80% of these costs support the plan check and permitting process and are therefore targeted for recovery in fees for services, while the remaining require another funding source other than fees.

- **Building Direct Services – Processing** – Work activities associated with the administration and processing of active building applications processing. 100% of these costs are recoverable in fees for service.

- **Building Direct Services – Plan Check** – Work activities associated with the management of third-party contractors for outsourced Plan Review. 100% of these costs are recoverable in fees for service.

- **Building Direct Services – Inspection** – Work activities associated with active building inspections. 100% of these costs are recoverable in fees for service.

7.2 Fee Establishment

The Building fee schedule underwent a complete transition from a construction valuation-based fee calculation methodology to a calculation methodology dependent on square footage and occupancy classification. Additionally, the Building Division has identified numerous minor common permit types, such as miscellaneous residential improvements and mechanical, plumbing, and engineering permits not associated with larger building permits, which will be charged as a flat fee amount and not be based on a square footage/occupancy classification calculation.

The proposed refinement in fee structure is consistent with refinements being made by jurisdictions throughout the State. While many agencies still successfully use a construction valuation-based fee calculation methodology, many agencies are moving toward fee structures that function similar to the one currently proposed. The rationale is that this type of fee structure results in fees that represent a clearer connection between the service provided and the fee collected.

Additionally, it is important to note that Planning, Engineering, and Fire have their own Building Plan Review fees to collect for their services when Building Plans are routed to their departments/divisions.

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

7.3 Cost Recovery Evaluation

Appendix A.5 presents the results of the detailed cost recovery analysis for the Building Division's fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. The "Cost of Service Per Activity" for each fee item is compared to the City's current fee for each service, and the "Existing Cost Recovery %" shows whether each fee is under, over, or approximately equal to the cost of providing the service.

The City's Building Division fees currently recover approximately 79% of the total annual cost of providing services. As shown in the following table, the City collects approximately $2.7 million per year in revenues at current fee amounts.

TABLE 12. BUILDING - COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Building	$ 2,673,482	$ 3,396,796	$ (723,314)	79%

At full cost recovery, the same demand for these services would recover approximately $3.4 million. Should the City Council adopt all fees at 100% of the Cost of Service per Activity amounts shown, an additional $723,000 could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Building Division staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

8. POLICE DEPARTMENT

The Police Department is a full-service police department that prides itself on its strong partnership with the community and high service levels. Tech Services & Records Division of the Police Department handle all fee services with occasional help from sworn police officers.

8.1 Cost of Service Analysis

NBS developed a composite fully-burdened hourly rate for the Tech Services & Records Division of the Police Department, summarized in the table below:

TABLE 13. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Direct Services
Labor	$ 528,851
Recurring Non-Labor	53,977
Citywide Overhead	318,012
Division Admin	177,208
Division Total	**$ 1,078,048**
Fully Burdened Hourly Rate	**$ 99**
Reference: Direct Hours Only	**10,893**

All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$99** for Tech Services & Records Division employees and an hourly rate of **$135** for sworn police officers, sourced from a separate City-wide Hourly Rates calculation.

8.2 Fee Establishment

The following is a summary of overall changes made to the City's fee schedule for the Police Department:

- Deletion of fees that are no longer used or not needed, such as:
  - Administrative Fee – DUI
  - Proof of Correction Certification
  - Special Business Permit

- Addition of new fee categories include a Burglary Alarm Registration Fee

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

8.3 Cost Recovery Evaluation

Appendix A.6 presents the results of the detailed cost recovery analysis for the Police Department's fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. The "Cost of Service Per Activity"

for each fee item is compared to the City's current fee for each service, and the "Existing Cost Recovery %" shows whether each fee is under, over, or approximately equal to the cost of providing the service.

Police Department fees currently recover approximately 61% of the total annual cost of providing services. As shown in the following table, the City collects approximately $118,000 per year in revenues at current fee amounts.

TABLE 14. COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Police	$ 117,829	$ 192,361	$ (74,532)	61%

At full cost recovery, the same demand for these services would recover approximately $192,000. Should the City Council adopt all fees at 100% of the Cost of Service per Activity amounts shown, an additional $75,000 could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Police Department staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

9. FIRE PREVENTION DIVISION

The Fire Prevention Division focuses on educating the community about the benefits of proper safety practices and identifying and eliminating all types of hazardous conditions, which pose a threat to life, the environment and property. Fire Prevention's responsibilities include: Plan checks and inspections, investigation of fire and safety code complaints and violations, testing of fire protection systems, fire investigations, public education, special event inspections, and fire code enforcement.

9.1 Cost of Service Analysis

NBS calculated the total estimated annual cost services of Fire Prevention Division services, segregated between those costs that are eligible and/or targeted for recovery in fees for service, versus those that require another funding source other than fees. Fee-recoverable costs are also translated into a "fully burdened" hourly rate, for purposes of individual fee calculations. Table 15 shows the summary of outcomes from the Cost of Service Analysis:

TABLE 15. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	General Public Info	Weed Abatement	Public Education	Arson Invest. / Incident Response	Direct Plan Check/ Field Services	Total
Labor	$ 117,753	$ 108,795	$ 78,331	$ 51,546	$ 351,378	$ 707,802
Recurring Non-Labor	11,353	10,489	7,552	4,970	33,877	68,241
Citywide Overhead	31,737	29,323	21,112	13,893	94,706	190,771
Division Admin.	140,783	130,073	93,651	61,627	420,102	846,236
Division Total	**$ 301,626**	**$ 278,680**	**$ 200,646**	**$ 132,035**	**$ 900,063**	**$ 1,813,051**
Cost Recovery Targeted from Fees	75%	0%	0%	0%	100%	62%
Amount Targeted for Consideration in Billings/Fees	226,220	-	-	-	900,063	1,126,282
Amount Requiring Another Funding Source	75,407	278,680	200,646	132,035	-	686,768
Fully Burdened Hourly Rate						**$ 213**
					Reference: Direct Hours Only	**5,278**

The total annual cost of the Fire Prevention Division per year is approximately $1.8 million. Approximately 62% of the total costs are eligible and/or targeted for recovery in fees, while approximately $687,000 require another funding source. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$213**.

The cost category columns shown in the table above were adapted and summarized from Division staff interviews. To assist the reader in understanding the underlying costs and assumptions used to calculate the fully burdened hourly rate, the following provides summary descriptions of each cost category:

- **General Public Information** – Staff time devoted to responding to phone calls and public inquiries not specifically associated with an active permit. Typically, some portion of costs for provision of general public information and assistance are not linked for recovery from fees for fire prevention services. Fire Prevention staff estimates approximately 75% of their time

spent on this activity is associated with plan check and inspection activities, while the remaining costs should be not be considered in the calculation of fees for services.

- **Weed Abatement** – Groups of tasks and activities devoted to the responsibilities of enforcing weed abatement activities. These costs do not apply toward recovery from Fire fees.

- **Public Education –** The Fire Prevention group provides various public outreach and public safety education services. These costs do not apply toward recovery from Fire fees.

- **Arson Investigation/Incident Response** – Fire Prevention staff are occasionally called upon to provide investigation and response activities for the City. These costs do not apply toward recovery from Fire fees.

- **Direct Plan Check/Field Services** – Activities associated with an active fire prevention plan check, inspection, or permit application. 100% of these costs are recoverable in the Fire Prevention Division's user and regulatory fee for service.

9.2 Fee Establishment

The following is a summary of overall changes made to the City's fee schedule for the Fire Prevention Division:

- Deletion of the Bicycle Licenses fee, as this is no longer in use.

- Restructured apartment and hotel/motel annual inspection fee categories to more accurately reflect how the Fire Prevention Division keeps track of these inspections.

- Addition of new fee Fire Prevention Division Access & Fire Lanes

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

9.3 Cost Recovery Evaluation

Appendix A.7 presents the results of the detailed cost recovery analysis for the Fire Prevention Division fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. The "Cost of Service Per Activity" for each fee item is compared to the City's current fee for each service, and the "Existing Cost Recovery %" shows whether each fee is under, over, or approximately equal to the cost of providing the service.

Fire Prevention Division fees currently recover approximately 30% of the total annual cost of providing services. As shown in the following table, the City collects approximately $406,000 per year in revenues at current fee amounts.

TABLE 16. COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Fire	$ 406,291	$ 1,371,661	$ (965,370)	30%

At full cost recovery, the same demand for these services would recover approximately $1.4 million. Should the City Council adopt all fees at 100% of the Cost of Service per Activity amounts shown, an additional $965,000 could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Fire Prevention Division staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

10. UTILITIES DEPARTMENT

The Potable Water Operations and Recycled Water Operations Divisions of the Utilities Department provide safe and reliable drinking water on demand, that meets all regulatory standards and requirements. Staff operate and maintain all of the water infrastructure such as reservoirs, pressure regulating stations, pump stations, valves, fire hydrants, water meters, and approximately 450 miles of pipelines. The Wastewater Division provides reliable wastewater collection services and delivers that wastewater to the local treatment facility. Staff operate and maintain a sanitary sewer system, including lift stations, wet wells, access holes, and approximately 300 miles of pipelines.

10.1 Cost of Service Analysis

To establish the estimated and total cost of providing these services, NBS first calculated fully burdened hourly rates for the Water, Recycled Water, and Wastewater Divisions of the Utilities Department. A single composite rate (cost per hour) was calculated for each Division, as follows:

TABLE 17. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Water Operations - Direct Services	Recycled Water Operations - Direct Services	Wastewater Operations - Direct Services
Labor	$ 2,087,030	$ 986,428	$ 1,320,223
Recurring Non-Labor	903,963	438,825	456,185
Citywide Overhead	1,071,705	349,806	431,697
Admin	2,780,271	1,153,623	1,720,195
Division Total	**$ 6,842,968**	**$ 2,928,682**	**$ 3,928,300**
Fully Burdened Hourly Rate	**$ 217**	**$ 201**	**$ 191**
Reference: Direct Hours Only	**31,547**	**14,548**	**20,537**

All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$217** for Water Operations fees, an hourly rate of **$201** for Recycled Water Operations fees, and an hourly rate **$191** for Wastewater Operations fees.

10.2 Fee Establishment

The only changes made to the City's fee schedule for the Utilities Department was the addition of new fee categories, notated as "New" in the Current Fee / Deposit column of Appendix A.8:

- E28 Recycled Water Shutdown – Deposit
- E28 Recycled Water Shutdown - Actual Cost

Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

10.3 Cost Recovery Evaluation

Appendix A.8 presents the results of the detailed cost recovery analysis for the Utilities Department fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. The "Cost of Service Per Activity" for each fee item is compared to the City's current fee for each service, and the "Existing Cost Recovery %" shows whether each fee is under, over, or approximately equal to the cost of providing the service.

Utilities Department fees currently recover approximately 44% of the total annual cost of providing services. As shown in the following table, the City collects approximately $5,729 per year in revenues at current fee amounts.

TABLE 18. COST RECOVERY OUTCOMES

Department / Division	Estimated Annual Current Fee Revenue	Estimated Annual Full Cost Recovery Fee Revenue	Annual Cost Recovery Surplus / (Deficit)	Current Cost Recovery %
Utilities	$ 5,729	$ 13,073	$ (7,344)	44%

At full cost recovery, the same demand for these services would recover approximately $13,000. Should the City Council adopt all fees at 100% of the Cost of Service per Activity amounts shown, an additional $7,000 could be recovered.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Utilities Department staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

11. GENERAL CITY FEES

The Finance Department works to ensure the City's excellent financial health through long range financial planning and budget management, general accounting and reporting, assessment district administration and purchasing, as well as manages General City Fees.

11.1 Cost of Service Analysis

NBS developed a composite fully-burdened hourly rate for the Finance Department, summarized in the table below:

TABLE 19. ANNUAL AND HOURLY COST OF SERVICE CALCULATION

Cost Element	Direct Services
Labor	$ 3,330,088
Recurring Non-Labor	600,459
Citywide Overhead	1,021,557
Department Admin	1,018,591
Division Total	**$ 5,970,695**
Fully Burdened Hourly Rate	**$ 125**
Reference: Direct Hours Only	**47,637**

The total annual cost of the Finance Department per year is approximately $6 million. All subsequent cost of service calculations at the individual fee level assume a fully burdened hourly rate of **$125** for Finance Department support.

11.2 Fee Establishment

The list of fees as shown in Appendix A.9 to this report reflects very few changes from the City's prior fee schedule. The Community Facilities District Annexation fee was moved from the Planning Division into the Finance Department fee schedule as this fee service is actually performed by Finance Department staff. Section 2.2, *Methods of Analysis*, provides additional discussion on the Study's approach to adding, deleting, and revising fee categories.

11.3 Cost Recovery Evaluation

Appendix A.9 presents the results of the detailed cost recovery analysis for the General City fees. In the Appendix, the "Cost of Service per Activity" column establishes the maximum adoptable fee amount for the corresponding service identified in the "Fee Name" list. The Cost of Service Per Activity for each fee item is compared to the City's current fee for each service, and the "Existing Cost Recovery %" shows whether each fee is under, over, or approximately equal to the cost of providing the service.

Due to difficulty in obtaining annual workload data from the prior fiscal year, further analysis of cost recovery outcomes and anticipated revenue impacts for the Finance Department was not available for inclusion in the Study.

NBS provided the full cost of service information and the framework for considering fees, while those closest to the fee-paying population, Finance Department staff, will make policy judgements to set appropriate cost recovery levels at or below that full cost. Consult the City staff report for the adopted schedule of fees.

For more discussion on NBS' overall approach to the Cost Recovery Evaluation, consult section 2.2.3 of the Report.

12. CONCLUSION

Based on the Cost of Service Analysis, Fee Establishment, and Cost Recovery Evaluation outcomes presented in this Study, the proposed Master Schedule of Fees will be formatted for implementation and included in the Department's accompanying Staff Report.

As discussed throughout this report, the proposed fee schedule intends to improve the City's recovery of costs incurred to provide individual services, as well as to adjust fees downward where fees charged exceed the average costs incurred. Predicting the amount to which any adopted fee increases will affect City revenues is difficult to quantify. For the near-term, the City should not count on increased revenues to meet any specific expenditure plan. Experience with the revised fee amounts should be gained first before revenue projections are revised. However, unless there is some significant, long-term change in activity levels at the City, proposed fee amendments should enhance the City's cost recovery performance, over time, providing it the ability to stretch other resources further for the benefit of the public at large.

The City's Master Fee Schedule should become a living document but handled with care:

- A fundamental purpose of the fee schedule is to provide clarity and transparency to the public and to staff regarding fees imposed by the City. Once adopted by the Council, the fee schedule is the final word on the amount and manner in which fees should be charged. Old fee schedules should be superseded by the new master document. If the master document is found to be missing fees, those fees need eventually to be added to the master schedule and should not continue to exist outside the consolidated, master framework.

- The City should consider adjusting these user fees and regulatory fees on an annual basis to keep pace at least with cost inflation. For all fees and charges, the City could use either a Consumer Price Index adjustment or a percentage of Labor Cost increase, and that practice would be well applied to the new fee schedule. Conducting a comprehensive user fee Study is not an annual requirement; it becomes worthwhile only over time as significant shifts in organization, local practices, legislative values, or legal requirements change.

As a final note in this Study, it is worth acknowledging the path that fees in general have taken in California. The public demands ever more precise and equitable accounting of the basis for governmental fees and a greater say in when and how they are charged. It is inevitable in the not too distant future, that user fees and regulatory fees will demand an even greater level of analysis and supporting data to meet the public's evolving expectations. Technology systems will play an increased and significant role in an agency's ability to accomplish this. Continuous improvement and refinement of time tracking abilities will greatly enhance the City's ability to set fees for service and identify unfunded activities in years to come.

Disclaimer: In preparing this report and the opinions and recommendations included herein, NBS has relied on a number of principal assumptions and considerations with regard to financial matters, conditions and events that may occur in the future. This information and assumptions, including the City's budgets, time estimate data, and workload information from City staff, were provided by sources we believe to be reliable; however, NBS has not independently verified such information and assumptions. While we believe NBS' use of such information and assumptions is reasonable for the purpose of this report, some assumptions will invariably not materialize as stated herein and may vary significantly due to unanticipated events and circumstances. Therefore, the actual results can be expected to vary from those projected to the extent that actual future conditions differ from those assumed by us or provided to us by others.

APPENDIX A.1

Cost of Service Analysis – Library Department

City of Carlsbad
Library Division - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.1

				Activity Service Cost Analysis			Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
Library Fees												
1	Library Account Collection Fee	per item	[1]				$ 10					
~~2~~	~~Library Borrowing - Audio Visual Equipment~~	~~per item, per day~~	~~[1]~~				~~$ 5~~					
~~3~~	~~Library Borrowing - Audio Visual Insurance fee~~	~~per DVD/Video Game~~	~~[1]~~				~~$ 1~~					
~~4~~	~~Library Borrowing - Mobile Device Loan Late Fee~~	~~per item, per hour~~	~~[1]~~				~~$ 5~~					
5	Library Card Replacement	per card		0.25	$ 48	**$ 12**	$ 2	14%	$ 10	1,402	$ 2,313	$ 16,867
6	Library Copies/Print - Black & White	each	[1]				$ 0.20					
7	Library Copies/Print - Color	each	[1]				$ 1					
8	Carlsbad History Collection Photo Fee - vendor cost of printing historical photos	per request	[1]				Actual Cost					
9	Library Hold Request Non-Pickup Fee	per item		0.25	$ 48	**$ 12**	$ 1	8%	$ 11	6,432	$ 6,432	$ 77,381
10	Library Interlibrary Loan	per request		0.40	$ 127	**$ 51**	$ 5	10%	$ 46	72	$ 360	$ 3,660
~~11~~	~~Library Lost/Damaged - DVD/Video Game~~	~~per item~~	~~[1]~~				~~20% of list price~~					
12	Library Lost/Damaged Item - beyond repair	per item	[1]				List price					
13	Library Lost/Damaged Item - processing fee	per item		0.45	n/a	**$ 53**	$ 5	9%	$ 48	6,672	$ 33,360	$ 355,237
14	Library Lost/Damaged - Library Materials	per item	[1]				Variable, up to list price					
15	Library Overdue Fines	per day, per item	[1]				$ 0.25					
16	Library Overdue Fines - DVD/Video Game	per day, per item	[1]				$ 1					
17	Library Overdue Fines - Juvenile Material	per day, per item	[1]				$ 0.10					
18	Refund Check Processing Fee (Customer Initiated)	per request		0.50	$ 48	**$ 24**	$ 20	85%	$ 4	-	$ -	$ -
Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service		hourly		1.00	$ 48	**$ 48**	new	%	n/a	-	$ -	$ -
TOTAL											**$ 42,465**	**$ 453,145**

[Notes]

[1] Set per City policy / NBS did not evaluate.

APPENDIX A.2

Cost of Service Analysis – City Clerk Division

City of Carlsbad
City Clerk Division - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.2

				Activity Service Cost Analysis			Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
City Clerk Fees												
1	Blueprinting of Standard Size (all)	each					$ 5					
~~2~~	~~City Clerk - Certification Charge (per document)~~			~~1.00~~	$ 143	~~$ 24~~	~~$ 24~~	~~100%~~	~~n/a~~		~~$ -~~	~~$ -~~
3	Appeals to City Council	each		1.00	$ 143	**$ 143**	n/a	%	n/a	13	$ -	$ 1,790
new	Candidate Filing Fee	each	[2]				new					
new	Notice of Intention to Circulate Petition Filing Fee	each	[2]				new					
Subpoena Fees			[2]									
1	Deposition Subpoena	each		5.00	$ 143	**$ 716**	$ 275	38%	$ 441	2	$ 550	$ 1,432
2	Records Subpoena	each		2.50	$ 143	**$ 358**	$ 15	4%	$ 343	3	$ 45	$ 1,074
Copy Fees			[1]									
1	Copies - Black & White (each)	each					$ 0.20		$ 0.10			
2	Copies - Color (each)	each					$ 1.00		$ 0.10			
3	City Clerk - CD Copy	each					$ 3.17		Actual Cost			
4	DVD Copy, including Council Meeting on DVD	each					$ 9.28		Actual Cost			
5	City Clerk - USB Drive Copy	each					$ 3.17		Actual Cost			
FPPC Fees			[2]									
1	Campaign Statements (per page), set by California Fair Political Practices Commission (FPPC)	per page					$ 0.10					
2	Conflict of Interest Statement (per page), set by California Fair Political Practices Commission (FPPC)	per page					$ 0.10					
Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.		per hour		1.00	$ 143	**$ 143**	new	%	n/a	-	$ -	$ -
TOTAL											**$ 595**	**$ 4,295**

[Notes]

[1] Set per City policy / NBS did not evaluate.

[2] Fee amount set by State.

APPENDIX A.3

Cost of Service Analysis – Planning Division

City of Carlsbad
Planning - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.3

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
Planning Fees											
1	Affordable Housing Credit Per Unit		[1]								
	Northwest Quadrants					$ 142,000					
	Cassia Heights (Southeast and Southwest quadrants)					$ 60,011					
	Tavarua Senior Affordable Apartments (Northwest quadrant)					$ 84,000					
	Villa Loma (Southeast and Southwest quadrants)					$ 48,000					
2	Affordable Housing Impact Fee	per unit	[1]			$ 2,915					
3	Affordable Housing In-Lieu Fee	per market unit	[1]			$ 4,515					
4	Agricultural Mitigation Fee	per net converted acre	[1]			$ 10,000					
5	Amendments and Revisions to Approved Projects	flat	[1]			50% of current application fee					
6	Appeals to Planning Commision / City Council			8.00	**$ 1,309**	$ 876	67%	$ 433	-	$ -	$ -
7	Building Plan Review										
	Minor Projects, per permit	each	[3]	1.00	**$ 164**	new	%	n/a	-	$ -	$ -
	Major Projects, per permit	each	[4]	3.00	**$ 491**	new	%	n/a	-	$ -	$ -
	~~Repeat Tract Plan Review~~										
	~~Minor Projects~~	~~each~~		~~0.50~~	~~**$ 82**~~	~~new~~	~~%~~	~~n/a~~		~~$~~	~~$~~
	~~Major Projects~~	~~each~~		~~1.00~~	~~**$ 164**~~	~~new~~	~~%~~	~~n/a~~		~~$~~	~~$~~
8	Coastal Development Permit (CDP)										
	2 - 4 unit or lot subdivision and SFD w/ bluff	per unit/lot - whichever is greater		83.10	**$ 14,490**	$ 2,390	16%	$ 12,100	11	$ 26,290	$ 159,391
	5 or more units or lot subdivision	per permit		147.10	**$ 27,237**	$ 3,891	14%	$ 23,346	-	$ -	$ -
	Emergency	flat		33.50	**$ 6,051**	$ 484	8%	$ 5,567	-	$ -	$ -
	Exemption	flat		3.00	**$ 543**	$ 266	49%	$ 276	7	$ 1,864	$ 3,798
	Minor Permit	flat		41.50	**$ 7,257**	$ 938	13%	$ 6,319	38	$ 35,639	$ 275,757
	Non-Residential + 10 cents per square foot	flat		43.00	**$ 7,451**	$ 1,059	14%	$ 6,392	6	$ 6,353	$ 44,704
	Single Family Lot	flat		59.88	**$ 10,537**	$ 1,180	11%	$ 9,357	11	$ 12,979	$ 115,902

City of Carlsbad
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Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.3

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
~~9~~	~~Community Facilities District Annexation~~			~~0.00~~	~~$ -~~	~~$ 1,851~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
10	Conditional Use Permit (CUP)										
	Within Biological Habitat Preserve	flat		35.88	**$ 6,454**	$ 926	14%	$ 5,528	-	$ -	$ -
	Minor	flat		40.95	**$ 7,110**	$ 823	12%	$ 6,287	7	$ 5,760	$ 49,771
	Regular - Planning Commission	flat		95.88	**$ 16,945**	$ 4,913	29%	$ 12,032	12	$ 58,958	$ 203,338
	Regular - Planning Commission & City Council	flat		122.45	**$ 21,636**	$ 4,913	23%	$ 16,723	12	$ 58,958	$ 259,637
~~11~~	~~Construction Change Review - Major~~										
	~~Base Fee~~			~~0.00~~	~~$ -~~	~~$ 750~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
	~~Plus fee per sheet~~	~~per sheet~~		~~0.00~~	~~$ -~~	~~$ 245~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
~~12~~	~~Construction Change Review - Minor~~										
	~~Base Fee~~			~~0.00~~	~~$ -~~	~~$ 532~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
	~~Plus fee per sheet~~	~~per sheet~~		~~0.00~~	~~$ -~~	~~$ 155~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
13	Daycare Permit (7 - 14 Children)			8.38	**$ 1,437**	$ 230	16%	$ 1,207	-	$ -	$ -
~~14~~	~~Developer Agreements - Deposit $10,000 increments (Consistent with city payroll records + overhead)~~	~~deposit~~		~~n/a~~	~~$ -~~	~~Actual cost~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
15	Environmental Impact Assessment (EIA)										
	Initial Study - NEGATIVE DECLARATION	flat		24.75	**$ 4,206**	$ 1,894	45%	$ 2,312	2	$ 3,788	$ 8,411
	Initial Study - MITIGATED NEG DEC	flat		94.25	**$ 16,045**	$ 1,042	6%	$ 15,003	-	$ -	$ -
16	Environmental Impact Report (EIR)										
	Addendum										
	First 20 hours of project planner	base fee (flat)		38.15	**$ 7,063**	$ 2,753	39%	$ 4,310	-	$ -	$ -
	>20 hours of project planner	per hour		1.00	**$ 164**	Hourly Rate	%	n/a	-	$ -	$ -
	Focused/Supplemental (requiring a public hearing)										
	First 120 hours of project planner and 20 hours of project engineer	base fee (flat)		149.15	**$ 25,488**	$ 21,321	84%	$ 4,167	-	$ -	$ -
	>120 project planner hours and >20 project engineer hours	per hour		2.00	**$ 379**	Hourly Rate	%	n/a	-	$ -	$ -
	FULL EIR										
	First 180 hours of project planner and 40 hours of project engineer	base fee (flat)		229.15	**$ 39,614**	$ 21,321	54%	$ 18,293	1	$ 21,321	$ 39,614
	>180 project planner hours and >40 project engineer hours	per hour		2.00	**$ 379**	Hourly Rate	%	n/a	-	$ -	$ -

City of Carlsbad
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Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
17	Fish & Game Fee		[2]								
	Environmental Impact Report (EIR)	flat				$ 3,218					
	Environmental Document pursuant to a Certified Regulatory Program (CRP)	flat				$ 1,127					
	Negative Declaration (ND) /Mitigated Negative Declaration (MND)	flat				$ 2,330					
18	Extensions to projects in process	flat	[1]			25% of current fee					
19	General Plan Amendment	deposit		206.43	**$ 37,986**	$ 4,677	12%	$ 33,309	1	$ 4,677	$ 37,986
20	Habitat Management Plan (HMP)										
	Amendment to Plan Document - Major - first 60 hours of project planner	base fee (flat)		72.98	**$ 12,198**	$ 5,857	48%	$ 6,341	3	$ 17,571	$ 36,595
	>60 hours of project planner	per hour		1.00	**$ 164**	Hourly Rate	%	n/a	-	$ -	$ -
	Amendment to Plan Document - Minor	flat		38.98	**$ 6,479**	$ 3,764	58%	$ 2,715	1	$ 3,764	$ 6,479
	Permit - Major -first 40 hours of project planner	base fee (flat)		52.43	**$ 8,857**	$ 4,283	48%	$ 4,574	-	$ -	$ -
	>40 hours or project planner	per hour		1.00	**$ 164**	Hourly Rate	%	n/a	-	$ -	$ -
	Permit - Minor - first 20 hours of project planner	base fee (flat)		27.00	**$ 4,522**	$ 594	13%	$ 3,928	-	$ -	$ -
	>20 hours of project planner	per hour		1.00	**$ 164**	Hourly Rate	%	n/a	-	$ -	$ -
	Permit - MINOR W/MINISTERIAL PERMIT	flat		11.50	**$ 1,934**	50% of Minor Fee	%	n/a	-	$ -	$ -
~~21~~	~~General Plan Amendment - Over 5 Acres~~			~~0.00~~	~~$ -~~	~~$ 6,747~~	~~%~~	~~n/a~~		~~$ -~~	~~$ -~~
22	Hillside Development Permit - Major - first 40 hours of project planner	base fee (flat)		77.68	**$ 14,254**	$ 2,753	19%	$ 11,501	-	$ -	$ -
	~~>40 hours of project planner~~	~~per hour~~		~~2.00~~	~~$ 379~~	~~Hourly Rate~~	~~%~~	~~n/a~~		~~$ -~~	~~$ -~~
23	Hillside Development Permit - Minor - first 20 hours of project planner	base fee (flat)		38.88	**$ 7,048**	$ 1,361	19%	$ 5,687	4	$ 5,446	$ 28,192
	~~>20 hours of project planner~~	~~per hour~~		~~2.00~~	~~$ 379~~	~~Hourly Rate~~	~~%~~	~~n/a~~		~~$ -~~	~~$ -~~
24	Inspection - Additional Planning	per hour		1.00	**$ 164**	$ 102	62%	$ 62	2	$ 203	$ 327
25	Inspection - Overtime per hour~~, each additional hour at $70~~	per hour		1.00	**$ 186**	$ 127	68%	$ 59	-	$ -	$ -
26	Landscape Plan Check / Inspection Fees										
	City Processing Fee	per project		3.00	**$ 491**	new	%	n/a	42	$ -	$ 20,621
	Contractor Cost	per project		0.00	$ -	Actual Cost	%	n/a	-	$ -	$ -

City of Carlsbad
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Cost of Service Estimate for Fee Related Services and Activities

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~~27~~	~~Landscape Inspection~~										
	~~City Processing Fee~~	~~per project~~		~~0.00~~	~~$ -~~	~~new~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
	~~Contractor Cost~~	~~per project~~		~~0.00~~	~~$ -~~	~~Actual Cost~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
28	Local Coastal Plan - Amendment	flat		125.00	**$ 21,491**	$ 6,837	32%	$ 14,653	-	$ -	$ -
29	Local Facilities Management Fees - as established by Council	deposit	[1]			Actual Cost					
30	Local Facilities Management Plan/Amendment - Fee + deposit in minimum increments of $5,000	deposit	[1]			$ 10,000					
31	Master Plan										
	Master Plan										
	First 200 hours of project planner and 100 hours of project engineer	base fee (flat)		310.08	**$ 55,949**	$ 45,792	82%	$ 10,157	-	$ -	$ -
	>200 project planner hours and >100 project engineer hours	per hour		2.68	**$ 482**	Hourly Rate	%	n/a	-	$ -	$ -
	Major Amendment										
	First 100 hours of project planner and 40 hours of project engineer	base fee (flat)		149.85	**$ 26,630**	$ 28,650	108%	$ (2,020)	-	$ -	$ -
	>100 project planner hours and >40 project engineer hours	per hour		2.45	**$ 448**	Hourly Rate	%	n/a	-	$ -	$ -
	Minor Amendment										
	First 30 hours of project planner and 7 hours of project engineer	base fee (flat)		43.85	**$ 7,578**	$ 1,827	24%	$ 5,751	2	$ 3,655	$ 15,156
	>30 project planner hours and >7 project engineer hours	per hour		2.45	**$ 448**	Hourly Rate	%	n/a	-	$ -	$ -
	~~Pre-Filing Submittal~~			~~0.00~~	~~$ -~~	~~$ 7,787~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
32	Non-Conforming Construction Permit	flat		15.45	**$ 2,730**	$ 764	28%	$ 1,966	2	$ 1,528	$ 5,460
33	Notice Fee (+ postage)	flat	[1]			$ 345					
34	Plan Consistency Determination			14.50	**$ 2,528**	$ 774	31%	$ 1,754	30	$ 23,235	$ 75,841
35	Planned Development (residential/non-residential) - 5 or more lots/units - Major Subdivision	per project		153.60	**$ 26,648**	$ 9,161	34%	$ 17,487	7	$ 64,126	$ 186,536
36	Planned Development (residential/non-residential) - 4 or fewer lots/units	per project		89.38	**$ 15,933**	$ 3,304	21%	$ 12,629	4	$ 13,215	$ 63,731
37	Planning Commission Agenda and Minutes (+ postage)	flat	[1]			Copy Charge					
38	Planning Commission Determination	flat		23.00	**$ 3,868**	$ 1,791	46%	$ 2,077	2	$ 3,582	$ 7,735
~~39~~	~~Planning Commission Determination - Single Family~~			~~0.00~~	~~$ -~~	~~$ 1,107~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~

City of Carlsbad
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40	Postage (All)	flat	[1]			Current Postage Rate x Number of labels					
41	Precise Development Plan	flat		156.93	**$ 27,819**	$ 8,338	30%	$ 19,481	-	$ -	$ -
42	Preliminary Plan Review - Major (Other)	flat		27.85	**$ 5,164**	$ 774	15%	$ 4,389	34	$ 26,333	$ 175,566
43	Preliminary Plan Review - Minor (SFD)	flat		17.13	**$ 3,179**	$ 218	7%	$ 2,961	10	$ 2,178	$ 31,785
44	Reversion to Acreage (Consistent with city payroll records charged against a $3,100 deposit)										
	First 25 hours of project planner and 20 hours of project engineer	base fee (flat)		45.00	**$ 8,398**	Actual Cost Charged against $3,100 Deposit	%	n/a		$ -	$ -
	~~>25 project planner hours and 20 hours of project engineer~~	~~per hour~~		~~2.00~~	~~**$ 379**~~	~~Hourly Rate~~	~~%~~	~~n/a~~	———	~~$ ———~~	~~$ ———~~
45	Satellite Antenna Permit	flat		7.45	**$ 1,266**	$ 460	36%	$ 806	-	$ -	$ -
46	Sign Program										
	Sign Permit (including non-commercial)	flat		1.25	**$ 205**	$ 67	33%	$ 138	118	$ 7,854	$ 24,140
	Sign Program	flat		32.45	**$ 5,358**	$ 1,156	22%	$ 4,202	1	$ 1,156	$ 5,358
	Modified Minor Sign Program	flat		23.45	**$ 3,885**	$ 765	20%	$ 3,119	-	$ -	$ -
	Modified Regular Sign Program	flat		45.95	**$ 7,567**	$ 2,882	38%	$ 4,685	-	$ -	$ -
47	Site Development Plan										
	Minor - Village Area Request for a Parking Option	flat		11.00	**$ 1,800**	n/a	%	n/a	-	$ -	$ -
	Minor - Residential, less than or equal to 4 units/lots or as required per CMC/PLAN	flat		87.88	**$ 15,687**	$ 4,895	31%	$ 10,792	3	$ 14,685	$ 47,062
	Major - 5 or more units/lots or as required per CMC/PLAN	flat		163.60	**$ 28,801**	$ 12,416	43%	$ 16,385	9	$ 111,745	$ 259,209
48	Special Use Permit - Other			55.38	**$ 9,645**	$ 3,757	39%	$ 5,888	10	$ 37,568	$ 96,452
49	Special Use Permit - Floodplain			45.43	**$ 8,435**	$ 3,757	45%	$ 4,678	10	$ 37,568	$ 84,348

City of Carlsbad
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50	Specific Plan										
	Base Fee										
	First 200 hours of project planner and 60 hours of project engineer	base fee (flat)		291.88	**$ 51,966**	$ 38,247	74%	$ 13,720	1	$ 38,247	$ 51,966
	>200 project planner hours and >60 project engineer hours	per hour		2.45	**$ 448**	Hourly Rate	%	n/a	-	$ -	$ -
	Amendment - Major										
	First 180 hours of project planner and 30 hours of project engineer	base fee (flat)		231.88	**$ 40,081**	$ 24,614	61%	$ 15,466	1	$ 24,614	$ 40,081
	>180 project planner hours and >30 project engineer hours	per hour		2.45	**$ 448**	Hourly Rate	%	n/a	-	$ -	$ -
	Amendment - Minor										
	First 20 hours of project planner and 7 hours of project engineer	base fee (flat)		45.45	**$ 7,950**	$ 1,591	20%	$ 6,359	1	$ 1,591	$ 7,950
	>20 project planner hours and >7 project engineer hours	per hour		2.45	**$ 448**	Hourly Rate	%	n/a	-	$ -	$ -
51	Street Name Change	flat		18.00	**$ 2,972**	$ 1,791	60%	$ 1,181	-	$ -	$ -
52	Tentative Maps										
	Tentative Parcel Map - Minor Subdivision - 0- 4 Lots/Units	flat		55.38	**$ 10,162**	$ 4,169	41%	$ 5,993	10	$ 41,689	$ 101,616
	Tentative Tract Map - 5 - 49 units/lots	flat		107.10	**$ 19,554**	$ 9,028	46%	$ 10,526	14	$ 126,387	$ 273,758
	Tentative Tract Map - 50 + units/lots	flat		135.10	**$ 25,273**	$ 18,043	71%	$ 7,230	-	$ -	$ -
	Tentative Tract Map Litigation Stay	flat	[1]			25% of current fee					
53	Third Party Review										
	Processing Fee	per project		6.00	**$ 1,008**	$ 817	81%	$ 191	-	$ -	$ -
	Consultant Cost	per project	[1]			Actual Cost					
54	Variance	flat		46.18	**$ 7,705**	$ 3,098	40%	$ 4,607	2	$ 6,196	$ 15,409
55	Variance - Minor	flat		35.95	**$ 6,034**	$ 823	14%	$ 5,211	10	$ 8,229	$ 60,337
56	Village Area										
	Village Area Review - Administrative	flat		39.45	**$ 7,278**	$ 450	6%	$ 6,828	-	$ -	$ -
	Village Area Review - Major - Plus Noticing Costs	flat		101.68	**$ 17,976**	$ 3,186	18%	$ 14,789	4	$ 12,745	$ 71,903
	Village Area Review - Minor - Plus Noticing Costs	flat		79.95	**$ 14,319**	$ 1,738	12%	$ 12,581	-	$ -	$ -

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57	Wireless Communication Third Party Review	flat	[1]			Actual Cost			-		
58	Zone Change	flat		144.93	**$ 24,822**	$ 5,373	22%	$ 19,449	2	$ 10,746	$ 49,645
~~59~~	~~Zone Change - 5.1 or more acres~~			~~120.00~~	~~**$ 19,639**~~	~~$ 7,279~~	~~37%~~	~~n/a~~		~~$ -~~	~~$ -~~
60	Zone Code Compliance Letter	flat		3.50	**$ 573**	$ 127	22%	$ 446	-	$ -	$ -
new	Research Fee	per hour		2.00	**$ 379**	$ 127	33%	$ 252	-	$ -	$ -
Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.		per hour		1.00	**$ 164**	new	%	n/a	-	$ -	$ -
TOTAL										$ 882,745	$ 3,041,567

[Notes]

[1] Set per City policy / NBS did not evaluate.

[2] Set by Department of Fish and Wildlife. Fish & Game fees are additional to the EIA /EIR fees. Includes $50.00 County Clerk processing fee.

[3] Minor: residential new/remodel, commercial/industrial tenant improvement

[4] Major: Commercial/Industrial new

APPENDIX A.4

Cost of Service Analysis – Engineering and CM&I Divisions

City of Carlsbad
Engineering Division - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.4

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
Engineering Fees											
1	Adjustment Plat	per project		14.75	**$ 3,176**	$ 1,410	44%	$ 1,766	-	$ -	$ -
2	Building Plan Review										
	Minor Projects, per permit	each	[3]	1.00	**$ 215**	new	%	n/a	-	$ -	$ -
	Major Projects, per permit	each	[4]	3.00	**$ 646**	new	%	n/a	-	$ -	$ -
3	Certificate										
	Certificate of Compliance	each		12.25	**$ 2,637**	$ 1,144	43%	$ 1,494	8	$ 9,149	$ 21,100
	Certificate of Compliance In Lieu of Parcel Map	each		21.75	**$ 4,683**	$ 3,008	64%	$ 1,675	-	$ -	$ -
	Certificate of Correction	each		9.75	**$ 2,099**	$ 889	42%	$ 1,210	-	$ -	$ -
4	Construction Change Review - Major										
	Base Fee	per project		8.00	**$ 1,729**	$ 750	43%	$ 979	16	$ 12,005	$ 27,662
	Plus fee per sheet	per sheet		6.25	**$ 1,353**	$ 245	18%	$ 1,108	80	$ 19,600	$ 108,230
5	Construction Change Review - Minor										
	Base Fee	per project		4.75	**$ 1,026**	$ 532	52%	$ 493	11	$ 5,857	$ 11,285
	Plus fee per sheet	per sheet		6.75	**$ 1,462**	$ 155	11%	$ 1,307	38	$ 5,890	$ 55,561
6	Developer Agreements - Deposit $10,000 increments (Consistent with city payroll records + overhead)	deposit				Actual cost					
7	Easement Document Processing and Recording - Major (all others)	per project		14.75	**$ 3,184**	$ 714	22%	$ 2,470	-	$ -	$ -
8	Easement Document Processing and Recording - Minor (Single Family Lot)	per project		14.75	**$ 3,182**	$ 126	4%	$ 3,056	-	$ -	$ -
9	Encroachment Agreement Processing	per project		7.25	**$ 1,564**	$ 369	24%	$ 1,195	1	$ 369	$ 1,564
10	Grading Permit Investigation Fee (Consistent with city payroll records + overhead)	deposit				Actual Cost					

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Engineering Division - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

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Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
11	Grading Plan Check Fees										
	100	base fee up to 100 CY		23.58	**$ 5,075**	$ 464	9%	$ 4,611	5	$ 2,320	$ 25,373
	101	base fee at 101 CY		27.58	**$ 5,936**	$ 928	16%	$ 5,008	9	$ 8,352	$ 53,422
		each add'l 100 CY		0.6667	**$ 144**	$ 120	n/a		-	$ -	$ -
	1,001	base fee at 1,000 CY		33.58	**$ 7,228**	$ 2,777	38%	$ 4,451	9	$ 24,993	$ 65,049
		each add'l 1,000 CY		1.3333	**$ 287**	$ 120	n/a		-	$ -	$ -
	10,001	base fee at 10,000 CY		45.58	**$ 9,811**	$ 4,371	45%	$ 5,440	6	$ 26,226	$ 58,868
		each add'l 10,000 CY		1.6111	**$ 347**	$ 180	n/a		-	$ -	$ -
	100,001	base fee at 100,000 CY		60.08	**$ 12,933**	$ 6,666	52%	$ 6,267	-	$ -	$ -
		each add'l 10,000 CY		1.5000	**$ 323**	$ 285	n/a		-	$ -	$ -
	200,001	base fee at 200,000 CY		75.08	**$ 16,163**	$ 10,694	66%	$ 5,469	-	$ -	$ -
		each add'l 100,000 CY		10.5000	**$ 2,261**	$ 285	n/a		-	$ -	$ -
	400,001	base fee at 400,000 CY		96.08	**$ 20,684**	n/a	%	n/a	-	$ -	$ -
		each add'l 100,000 CY		6.8333	**$ 1,471**	n/a	n/a		-	$ -	$ -
	1,000,001	base fee at 1,000,000 CY		137.08	**$ 29,512**	n/a	%	n/a	-	$ -	$ -
		each add'l 100,000 CY		13.7083	**$ 2,951**	n/a	n/a		-	$ -	$ -

City of Carlsbad
Engineering Division - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.4

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
12	Grading Permit Fees										
	100	base fee up to 100 CY		44.50	**$ 7,119**	$ 464	7%	$ 6,655	6	$ 2,784	$ 42,714
	101	base fee at 109 CY		44.50	**$ 7,119**	$ 470	7%	$ 6,649	25	$ 11,750	$ 177,974
		each add'l 100 CY		2.5833	**$ 413**	$ 65	n/a		-	$ -	$ -
	1,001	base fee at 1,000 CY		67.75	**$ 10,838**	$ 1,319	12%	$ 9,519	17	$ 22,423	$ 184,253
		each add'l 1,000 CY		2.5833	**$ 413**	$ 65	n/a		-	$ -	$ -
	10,001	base fee at 10,000 CY		91.00	**$ 14,558**	$ 2,179	15%	$ 12,379	10	$ 21,790	$ 145,579
		each add'l 10,000 CY		3.5556	**$ 569**	$ 130	n/a		-	$ -	$ -
	100,001	base fee at 100,000 CY		123.00	**$ 19,677**	$ 3,821	19%	$ 15,856	-	$ -	$ -
		each add'l 10,000 CY		1.0000	**$ 160**	$ 130	n/a		-	$ -	$ -
	200,001	base fee at 200,000 CY		133.00	**$ 21,277**	$ 5,640	27%	$ 15,637	-	$ -	$ -
		each add'l 10,000 CY		1.1000	**$ 176**	$ 195	n/a		-	$ -	$ -
	400,001	base fee at 400,000 CY		155.00	**$ 24,796**	$ 11,195	45%	$ 13,601	-	$ -	$ -
		each add'l 100,000 CY		13.1667	**$ 2,106**	$ 980	n/a		-	$ -	$ -
	1,000,001	base fee at 1,000,000 CY		234.00	**$ 37,434**	$ 19,532	52%	$ 17,902	-	$ -	$ -
		each add'l 100,000 CY		23.4000	**$ 3,743**	$ 710	n/a		-	$ -	$ -

City of Carlsbad
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Cost of Service Estimate for Fee Related Services and Activities

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				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
13	Improvement Plan Review Fee										
	$ 20,000	base fee up to $20,000		31.58	**$ 6,810**	$ 1,483	22%	$ 5,327	-	$ -	$ -
	$ 20,001	base fee at $20,001		34.58	**$ 7,457**	$ 2,850	38%	$ 4,607	7	$ 19,950	$ 52,202
		each add'l $10,000		1.6667	**$ 360**	$ 250	n/a		-	$ -	$ -
	$ 50,001	base fee at $50,000		39.58	**$ 8,539**	$ 4,090	48%	$ 4,449	12	$ 49,080	$ 102,465
		each add'l $10,000		2.6000	**$ 561**	$ 125	n/a		-	$ -	$ -
	$ 100,001	base fee at $100,000		52.58	**$ 11,342**	$ 5,840	51%	$ 5,502	5	$ 29,200	$ 56,712
		each add'l $10,000		1.6667	**$ 360**	$ 100	n/a		-	$ -	$ -
	$ 250,001	base fee at $250,000		77.58	**$ 16,740**	$ 13,910	83%	$ 2,830	7	$ 97,370	$ 117,177
		each add'l $10,000		1.0000	**$ 216**	$ 105	n/a		-	$ -	$ -
	$ 500,001	base fee at $500,000		102.58	**$ 22,141**	$ 23,840	108%	$ (1,699)	4	$ 95,360	$ 88,566
		each add'l $10,000		0.5400	**$ 117**	$ 105	n/a		-	$ -	$ -
	$ 1,000,001	base fee at $500,000		129.58	**$ 27,971**	$ 31,630	113%	$ (3,659)	7	$ 221,410	$ 195,795
		each add'l $10,000		1.2958	**$ 280**	$ 105	n/a		-	$ -	$ -

City of Carlsbad
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Cost of Service Estimate for Fee Related Services and Activities

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				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
14	Improvement Inspection										
	$ 20,000	base fee up to $20,000		28.00	**$ 4,479**	$ 375	8%	$ 4,104	-	$ -	$ -
	$ 20,001	base fee at $20,001		28.00	**$ 4,479**	$ 1,843	41%	$ 2,636	2	$ 3,686	$ 8,959
		each add'l $10,000		2.5000	**$ 400**	$ 250	n/a		-	$ -	$ -
	$ 50,001	base fee at $50,000		35.50	**$ 5,679**	$ 3,693	65%	$ 1,986	2	$ 7,386	$ 11,358
		each add'l $10,000		2.0000	**$ 320**	$ 125	n/a		-	$ -	$ -
	$ 100,001	base fee at $100,000		45.50	**$ 7,279**	$ 4,615	63%	$ 2,664	4	$ 18,460	$ 29,116
		each add'l $10,000		1.5000	**$ 240**	$ 100	n/a		-	$ -	$ -
	$ 250,001	base fee at $250,000		68.00	**$ 10,878**	$ 6,836	63%	$ 4,042	3	$ 20,508	$ 32,635
		each add'l $10,000		1.0800	**$ 173**	$ 105	n/a		-	$ -	$ -
	$ 500,001	base fee at $500,000		95.00	**$ 15,198**	$ 11,097	73%	$ 4,101	5	$ 55,485	$ 75,989
		each add'l $10,000		0.7000	**$ 112**	$ 105	n/a		-	$ -	$ -
	$ 1,000,001	base fee at $500,000		130.00	**$ 20,797**	$ 17,701	85%	$ 3,096	1	$ 17,701	$ 20,797
		each add'l $10,000		1.3000	**$ 208**	$ 105	n/a		-	$ -	$ -

City of Carlsbad
Engineering Division - User Fee Study Fiscal Year 2021
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				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
~~14~~	~~Landscape Improvement Fees~~										
	~~City Processing Fee~~	~~per project~~		~~0.00~~	~~$ -~~	~~new~~	~~%~~	~~n/a~~	~~42~~	~~$ -~~	~~$ -~~
	~~Contractor Cost~~	~~per project~~		~~n/a~~	~~$ -~~	~~Actual Cost~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
~~15~~	~~Landscape Inspection~~										
	~~City Processing Fee~~	~~per project~~		~~0.00~~	~~$ -~~	~~new~~	~~%~~	~~n/a~~	~~39~~	~~$ -~~	~~$ -~~
	~~Contractor Cost~~			~~n/a~~	~~$ -~~	~~Actual Cost~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
15	Mapping Fees	per project									
	Final Tract Map - Major Subdivision										
	Base Fee	per project		62.83	**$ 13,525**	$ 8,193	61%	$ 5,333	6	$ 49,156	$ 81,152
	Per Acre Fee	per acre		1.75	**$ 377**	$ 5	1%	$ 372	80	$ 400	$ 30,143
	Parcel Map - Minor Subdivision	per project		32.33	**$ 6,958**	$ 3,678	53%	$ 3,281	4	$ 14,711	$ 27,834
16	Neighborhood Improvement Agreements	each		3.25	**$ 700**	$ 172	25%	$ 528	-	$ -	$ -
17	Oversize Load Permit - 1 trip (fee set by State)	each	[2]			$ 16					
18	Oversize Load Permit - Annual/Per Year (fee set by State)	each	[2]			$ 90					
19	Quitclaim of Easement	each		30.50	**$ 6,576**	$ 750	11%	$ 5,826	-	$ -	$ -
20	Reapportionment Fees for 1911 Act Assessment Districts	each				Actual Cost					
21	Retaining Wall Plan Check Fees										
	Retaining Wall Plan Check Valuation										
	$0 - $50,000	up to $50,000		2.75	**$ 592**	$ 380	64%	$ 212	17	$ 6,460	$ 10,065
	$50,001 - $250,000	base fee at $50,001		10.50	**$ 2,261**	$516 + 0.5% of Engineer's Estimate	%	n/a	-	$ -	$ -
	$250,000+	base fee at $250,001		18.50	**$ 3,983**	0.5% of Engineer's Estimate ($2,062 min.)	%	n/a	-	$ -	$ -
22	Reversion to Acreage (Consistent with city payroll records charged against a $3,100 deposit)	deposit		34.00	**$ 7,318**	$ 3,100	42%	$ 4,218	-	$ -	$ -

City of Carlsbad
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Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.4

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
23	Right-of-Way Permit										
	Minor - Construction										
	Single Family	each		11.75	**$ 1,963**	$ 381	19%	$ 1,582	120	$ 45,743	$ 235,526
	Pool	each		12.25	**$ 2,070**	$ 381	18%	$ 1,689	-	$ -	$ -
	Driveway	each		12.25	**$ 2,070**	$ 381	18%	$ 1,689	-	$ -	$ -
	Spa	each		12.25	**$ 2,070**	$ 381	18%	$ 1,689	-	$ -	$ -
	Fencing	each		19.25	**$ 3,577**	$ 381	11%	$ 3,196	-	$ -	$ -
	Sidewalk Café	each		30.25	**$ 5,282**	$ 381	7%	$ 4,901	-	$ -	$ -
	Outdoor Display	each		18.25	**$ 3,362**	$ 381	11%	$ 2,981	-	$ -	$ -
	Minor - Non-Construction	each		1.75	**$ 377**	$ 188	50%	$ 189	24	$ 4,502	$ 9,043
	Minor - Non-Construction	each		10.00	**$ 2,153**	$ 188	9%	$ 1,965	-	$ -	$ -
	Utility										
	City Processing Fee	each		1.75	**$ 377**	$ 811	215%	$ (434)	85	$ 68,935	$ 32,026
	Inspector's Time	hourly		1.00	**$ 160**	Actual Cost	%	n/a	-	$ -	$ -
	Utility (by contract)	each		21.00	**$ 3,691**	$ 811	22%	$ 2,880	-	$ -	$ -
	Village Area - Curb Café (max of two parking spaces)	per space/ per year		31.75	**$ 5,550**	$ 1,200	22%	$ 4,350	-	$ -	$ -
24	Secured Agreement Processing - Extension	each		2.50	**$ 428**	$ 448	105%	$ (20)	1	$ 448	$ 428
25	Secured Agreement Processing - Replacement, plus improvement plan revision fees if required	each		3.50	**$ 754**	$ 823	109%	$ (69)	3	$ 2,469	$ 2,261
26	Segregation of Assessments - 1- 4 lots (Consistent with city payroll records + overhead, consultant cost and recording fee. Also see Streets and Highways Code Section 8760-8769)	deposit	[1]			Actual Cost					
27	Segregation of Assessments - 5 lots or more - fee + $20 per lot (Consistent with city payroll records + overhead, consultant cost and recording fee. Also see Streets and Highways Code Section 8760-8769)	deposit	[1]			Actual Cost					

City of Carlsbad
Engineering Division - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.4

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
28	Storm Water Pollution Prevention Plan (SWPPP) Fees										
	Plan Review Fee										
	Tier 1	per site		0.50	**$ 108**	$ 58	54%	$ 50	3	$ 174	$ 323
	Tier 2	per site		1.75	**$ 377**	$ 383	102%	$ (6)	56	$ 21,448	$ 21,100
	Tier 3	one acre or less		4.00	**$ 861**	$ 593	69%	$ 268	23	$ 13,639	$ 19,808
	Tier 3 - Supplemental Fee	per acre		1.00	**$ 215**	$ 71	33%	$ 144	-	$ -	$ -
	Inspection Fee										
	Tier 1	per site		84.00	**$ 13,438**	$ 246	2%	$ 13,192	3	$ 738	$ 40,314
	Tier 2	per site		84.00	**$ 13,438**	$ 933	7%	$ 12,505	54	$ 50,382	$ 725,653
	Tier 3	one acre or less		88.00	**$ 14,078**	$ 1,353	10%	$ 12,725	31	$ 41,943	$ 436,416
	Tier 3 - Supplemental Fee	per acre		20.00	**$ 3,200**	$ 233	7%	$ 2,967	-	$ -	$ -
29	Storm Water Quality Management Plan (SWQMP) Fees										
	Plan Review - Base Fee	each		16.00	**$ 3,445**	$ 364	11%	$ 3,081	7	$ 2,548	$ 24,114
	Plan Review - For each subsequent acre or portion thereof over one half acre	per acre		0.50	**$ 108**	$ 131	122%	$ (23)	50	$ 6,550	$ 5,383
	Inspection Fee - Base Fee	each		12.00	**$ 1,920**	$ 306	16%	$ 1,614	14	$ 4,284	$ 26,876
	Inspection Fee - For each subsequent acre or portion thereof over one half acre	per acre		10.00	**$ 1,600**	$ 122	8%	$ 1,478	123	$ 15,006	$ 196,771
30	Street Vacation - Street/Public Service Easement Vacation - Regular	each		38.08	**$ 8,196**	$ 3,660	45%	$ 4,537	-	$ -	$ -
31	Street Vacation - Street/Public Service Easement Vacation - Summary	each		30.08	**$ 6,474**	$ 1,452	22%	$ 5,022	-	$ -	$ -

City of Carlsbad
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Cost of Service Estimate for Fee Related Services and Activities

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				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type / Unit	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
32	Third Party Review										
	Processing Fee	per project		1.75	$ 377	new	%	n/a	6	$ -	$ 2,261
	Consultant Cost	per project				Actual Cost					
33	Village Area - Parking In Lieu Fee	each	[1]			$ 11,240					
Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.		per hour		1.00	$ 215	new	%	n/a	-	$ -	$ -
TOTAL										$ 1,158,639	$ 3,697,898

[Notes]

[1] Set per City policy / NBS did not evaluate.

[2] Fee set by Vehicle Code Section 35795; not evaluated by NBS

[3] Minor: residential new/remodel, commercial/industrial tenant improvement

[4] Major: Commercial/Industrial new

APPENDIX A.5

Cost of Service Analysis – Building Division

City of Carlsbad
Building - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.5

				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [2]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
I. NEW CONSTRUCTION, ADDITIONS, AND MAJOR REMODELS											
1	**Commercial/Industrial Uses - Structural** (All newly constructed or added space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule)										
	500	base fee up to 500 s.f.		9.75	$ 153	**$ 1,489**	$ 236	16%	31	$ 7,309	$ 46,152
		each add'l s.f.		0.003	n/a	**$ 0.47**	n/a	n/a	639	$ -	$ 298
	5,000	base fee up to 5,000 s.f.		23.50	$ 153	**$ 3,588**	$ 1,945	54%	1	$ 1,945	$ 3,588
		each add'l s.f.		0.004	n/a	**$ 0.63**	$ 0.39	n/a	162	$ 63	$ 101
	10,000	base fee up to 10,000 s.f.		44.00	$ 153	**$ 6,719**	$ 2,440	36%	3	$ 7,320	$ 20,156
		each add'l s.f.		0.000	n/a	**$ 0.06**	$ 0.24	n/a	27,702	$ 6,762	$ 1,718
	50,000	base fee up to 50,000 s.f.		60.25	$ 153	**$ 9,200**	$ 13,400	146%	1	$ 13,400	$ 9,200
		each add'l s.f.		0.001	n/a	**$ 0.14**	$ 0.27	n/a	36,940	$ 9,887	$ 5,275
	100,000	base fee up to 100,000 s.f.		107.00	$ 153	**$ 16,339**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.16**	n/a	n/a	-	$ -	$ -
2	**Commercial Residential and Multifamily Residential Uses -** (All newly constructed or added space for residential occupancies classified as CBC Group R (except R-3), or other residential occupancies not specifically addressed elsewhere in this Fee Schedule)										
	500	base fee up to 500 s.f.		9.25	$ 153	**$ 1,412**	$ 398	28%	132	$ 52,579	$ 186,442
		each add'l s.f.		0.005	n/a	**$ 0.78**	n/a	n/a	18,800	$ -	$ 14,672
	5,000	base fee up to 5,000 s.f.		32.25	$ 153	**$ 4,924**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.005	n/a	**$ 0.77**	n/a	n/a	-	$ -	$ -
	10,000	base fee up to 10,000 s.f.		57.50	$ 153	**$ 8,780**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.000	n/a	**$ 0.07**	n/a	n/a	-	$ -	$ -
	50,000	base fee up to 50,000 s.f.		76.25	$ 153	**$ 11,643**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.20**	n/a	n/a	-	$ -	$ -
	100,000	base fee up to 100,000 s.f.		141.00	$ 153	**$ 21,530**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.22**	n/a	n/a	-	$ -	$ -

City of Carlsbad
Building - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.5

				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [2]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
~~3~~	~~**Duplicate Floor Plan Review** - Commercial Residential and Multifamily Residential Uses~~										
	~~500~~	~~base fee up to 500 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~	~~-~~	~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
	~~5,000~~	~~base fee up to 5,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~	~~-~~	~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
	~~10,000~~	~~base fee up to 10,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~	~~-~~	~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
	~~50,000~~	~~base fee up to 50,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~	~~-~~	~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
	~~100,000~~	~~base fee up to 100,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~	~~-~~	~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
4	**Low and Moderate Hazard Storage -** (All newly constructed or added space for storage occupancies classified as CBC Group S, or other storage occupancies not specifically addressed elsewhere in this Fee Schedule)										
	500	base fee up to 500 s.f.		9.50	$ 153	**$ 1,451**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.003	n/a	**$ 0.51**	n/a	n/a	-	$ -	$ -
	5,000	base fee up to 5,000 s.f.		24.50	$ 153	**$ 3,741**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.002	n/a	**$ 0.34**	n/a	n/a	-	$ -	$ -
	10,000	base fee up to 10,000 s.f.		35.50	$ 153	**$ 5,421**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.000	n/a	**$ 0.04**	n/a	n/a	-	$ -	$ -
	50,000	base fee up to 50,000 s.f.		45.75	$ 153	**$ 6,986**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.000	n/a	**$ 0.01**	n/a	n/a	-	$ -	$ -
	100,000	base fee up to 100,000 s.f.		50.00	$ 153	**$ 7,635**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.08**	n/a	n/a	-	$ -	$ -

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5	**Attached Accessory and Utility Uses** - (All newly constructed, added or structurally remodeled space for utility and accessory occupancies classified as CBC Group U, or other utility and accessory occupancies not specifically addressed elsewhere in this Fee Schedule										
	200	base fee up to 200 s.f.		5.00	$ 153	**$ 763**	$ 167	22%	24	$ 4,010	$ 18,324
		each add'l s.f.		0.014	n/a	**$ 2.10**	n/a	n/a	-	$ -	$ -
	400	base fee up to 400 s.f.		7.75	$ 153	**$ 1,183**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.006	n/a	**$ 0.95**	n/a	n/a	-	$ -	$ -
	600	base fee up to 600 s.f.		9.00	$ 153	**$ 1,374**	n/a	%	1	$ -	$ 1,374
		each add'l s.f.		0.003	n/a	**$ 0.48**	n/a	n/a	272	$ -	$ 130
	1,000	base fee up to 1,000 s.f.		10.25	$ 153	**$ 1,565**	n/a	%		$ -	$ -
		each add'l s.f.		0.002	n/a	**$ 0.23**	n/a	n/a		$ -	$ -
	3,000	base fee up to 3,000 s.f.		13.25	$ 153	**$ 2,023**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.004	n/a	**$ 0.67**	n/a	n/a	-	$ -	$ -
6	**Detached Accessory and Utility Uses** - (All newly constructed, added, or structurally remodeled space for utility and accessory occupancies/uses not specifically addressed elsewhere in this Fee Schedule)										
	200	base fee up to 200 s.f.		5.00	$ 153	**$ 763**	$ 555	73%	7	$ 3,885	$ 5,344
		each add'l s.f.		0.014	n/a	**$ 2.10**	n/a	n/a	-	$ -	$ -
	400	base fee up to 400 s.f.		7.75	$ 153	**$ 1,183**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.006	n/a	**$ 0.95**	n/a	n/a	-	$ -	$ -
	600	base fee up to 600 s.f.		9.00	$ 153	**$ 1,374**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.003	n/a	**$ 0.48**	n/a	n/a	-	$ -	$ -
	1,000	base fee up to 1,000 s.f.		10.25	$ 153	**$ 1,565**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.002	n/a	**$ 0.23**	n/a	n/a	-	$ -	$ -
	3,000	base fee up to 3,000 s.f.		13.25	$ 153	**$ 2,023**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.004	n/a	**$ 0.67**	n/a	n/a	-	$ -	$ -

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Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [2]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
7	**Shell Buildings for all Commercial/Industrial Uses** - (The enclosure for all newly constructed or added space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule where the interior is not completed or occupiable)										
	500	base fee up to 500 s.f.		8.25	$ 153	**$ 1,260**	$ 2,097	166%	36	$ 75,500	$ 45,351
		each add'l s.f.		0.002	n/a	**$ 0.33**	n/a	n/a	-	$ -	$ -
	5,000	base fee up to 5,000 s.f.		18.00	$ 153	**$ 2,749**	$ 1,247	45%	5	$ 6,233	$ 13,743
		each add'l s.f.		0.003	n/a	**$ 0.40**	$ 0.25	n/a	10,060	$ 2,508	$ 3,994
	10,000	base fee up to 10,000 s.f.		31.00	$ 153	**$ 4,734**	$ 2,980	63%	4	$ 11,920	$ 18,934
		each add'l s.f.		0.000	n/a	**$ 0.04**	$ 0.30	n/a	45,616	$ 13,573	$ 1,743
	50,000	base fee up to 50,000 s.f.		41.00	$ 153	**$ 6,261**	$ 7,300	117%	5	$ 36,500	$ 31,303
		each add'l s.f.		0.000	n/a	**$ 0.02**	$ 0.15	n/a	181,445	$ 26,541	$ 2,776
	100,000	base fee up to 100,000 s.f.		46.00	$ 153	**$ 7,024**	$ 12,000	171%	4	$ 48,000	$ 28,096
		each add'l s.f.		0.000	n/a	**$ 0.07**	$ 0.12	n/a	252,912	$ 30,457	$ 17,765
8	**Commercial/Industrial Tenant Improvement** - Structural - (Structurally remodeled space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule where the structure is not altered)										
	500	base fee up to 500 s.f.		7.25	$ 153	**$ 1,107**	$ 626	57%	153	$ 95,465	$ 168,825
		each add'l s.f.		0.002	n/a	**$ 0.31**	n/a	n/a	-	$ -	$ -
	5,000	base fee up to 5,000 s.f.		16.50	$ 153	**$ 2,519**	$ 1,000	40%	1	$ 1,000	$ 2,519
		each add'l s.f.		0.001	n/a	**$ 0.14**	$ 0.20	n/a	2,852	$ 570	$ 392
	10,000	base fee up to 10,000 s.f.		21.00	$ 153	**$ 3,207**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.08**	n/a	n/a	-	$ -	$ -
	50,000	base fee up to 50,000 s.f.		42.50	$ 153	**$ 6,490**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.000	n/a	**$ 0.07**	n/a	n/a	-	$ -	$ -
	100,000	base fee up to 100,000 s.f.		64.75	$ 153	**$ 9,887**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.10**	n/a	n/a	-	$ -	$ -

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9	**Commercial/Industrial Tenant Improvement** - Non-structural - (Non-structurally remodeled space for non-residential occupancies classified as CBC Group A, B, E, F, H, I, M, or other commercial occupancies not specifically addressed elsewhere in this Fee Schedule where the structure is not altered)										
	500	base fee up to 500 s.f.		6.55	$ 153	**$ 1,000**	$ 626	63%	153	$ 95,465	$ 152,524
		each add'l s.f.		0.002	n/a	**$ 0.30**	n/a	n/a	-	$ -	$ -
	5,000	base fee up to 5,000 s.f.		15.50	$ 153	**$ 2,367**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.11**	n/a	n/a	-	$ -	$ -
	10,000	base fee up to 10,000 s.f.		19.00	$ 153	**$ 2,901**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.000	n/a	**$ 0.07**	n/a	n/a	-	$ -	$ -
	50,000	base fee up to 50,000 s.f.		37.75	$ 153	**$ 5,764**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.000	n/a	**$ 0.06**	n/a	n/a	-	$ -	$ -
	100,000	base fee up to 100,000 s.f.		56.75	$ 153	**$ 8,666**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.09**	n/a	n/a	-	$ -	$ -
10	**Commercial Residential and Multifamily Residential Remodels - Structural** - (Structurally remodeled space for residential occupancies classified as CBC Group R (except R-3), or other residential occupancies not specifically addressed elsewhere in this Fee Schedule)										
	500	base fee up to 500 s.f.		7.75	$ 153	**$ 1,183**	$ 500	42%	74	$ 36,981	$ 87,571
		each add'l s.f.		0.004	n/a	**$ 0.65**	$ 1.55	n/a	454	$ 705	$ 297
	5,000	base fee up to 5,000 s.f.		27.00	$ 153	**$ 4,123**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.003	n/a	**$ 0.48**	n/a	n/a	-	$ -	$ -
	10,000	base fee up to 10,000 s.f.		42.75	$ 153	**$ 6,528**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.09**	n/a	n/a	-	$ -	$ -
	50,000	base fee up to 50,000 s.f.		67.50	$ 153	**$ 10,307**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.13**	n/a	n/a	-	$ -	$ -
	100,000	base fee up to 100,000 s.f.		108.50	$ 153	**$ 16,568**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.17**	n/a	n/a	-	$ -	$ -

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11	**Commercial Residential and Multifamily Residential Remodels - Non Structural** - (Non-Structurally remodeled space for residential occupancies classified as CBC Group R (except R-3), or other residential occupancies not specifically addressed elsewhere in this Fee Schedule)										
	500	base fee up to 500 s.f.		7.75	$ 153	**$ 1,183**	$ 500	42%	73	$ 36,481	$ 86,388
		each add'l s.f.		0.003	n/a	**$ 0.38**	n/a	n/a	-	$ -	$ -
	5,000	base fee up to 5,000 s.f.		19.00	$ 153	**$ 2,901**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.004	n/a	**$ 0.58**	n/a	n/a	-	$ -	$ -
	10,000	base fee up to 10,000 s.f.		38.00	$ 153	**$ 5,802**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.09**	n/a	n/a	-	$ -	$ -
	50,000	base fee up to 50,000 s.f.		60.50	$ 153	**$ 9,238**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.12**	n/a	n/a	-	$ -	$ -
	100,000	base fee up to 100,000 s.f.		100.50	$ 153	**$ 15,346**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.15**	n/a	n/a	-	$ -	$ -
12	**Single Family Dwellings and Duplexes** - (All newly constructed or added space for residential occupancies classified as CBC Group R-3, including custom builds and model homes for tract master plans, or other similar residential occupancies not specifically addressed elsewhere in this Fee Schedule)										
	1,000	base fee up to 1,000 s.f.		11.75	$ 153	**$ 1,794**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.004	n/a	**$ 0.64**	n/a	n/a	-	$ -	$ -
	2,500	base fee up to 2,500 s.f.		18.00	$ 153	**$ 2,749**	$ 607	22%	28	$ 16,990	$ 76,959
		each add'l s.f.		0.003	n/a	**$ 0.41**	n/a	n/a	1,188	$ -	$ 484
	4,000	base fee up to 4,000 s.f.		22.00	$ 153	**$ 3,359**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.003	n/a	**$ 0.38**	n/a	n/a	-	$ -	$ -
	6,000	base fee up to 6,000 s.f.		27.00	$ 153	**$ 4,123**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.003	n/a	**$ 0.42**	n/a	n/a	-	$ -	$ -
	8,000	base fee up to 8,000 s.f.		32.50	$ 153	**$ 4,963**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.004	n/a	**$ 0.62**	n/a	n/a	-	$ -	$ -

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13	**Duplicate Floor Plan Review - Single Family Dwellings and Duplexes**										
	1,000	base fee up to 1,000 s.f.		9.80	$ 153	**$ 1,496**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.002	n/a	**$ 0.38**	n/a	n/a	-	$ -	$ -
	2,500	base fee up to 2,500 s.f.		13.50	$ 153	**$ 2,061**	$ 615	30%	138	$ 84,837	$ 284,473
		each add'l s.f.		0.001	n/a	**$ 0.20**	n/a	n/a	-	$ -	$ -
	4,000	base fee up to 4,000 s.f.		15.50	$ 153	**$ 2,367**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.002	n/a	**$ 0.31**	n/a	n/a	-	$ -	$ -
	6,000	base fee up to 6,000 s.f.		19.50	$ 153	**$ 2,978**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.002	n/a	**$ 0.27**	n/a	n/a	-	$ -	$ -
	8,000	base fee up to 8,000 s.f.		23.00	$ 153	**$ 3,512**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.003	n/a	**$ 0.44**	n/a	n/a	-	$ -	$ -
~~14~~	~~**Duplicate Floor Plan Review - Multifamily Dwellings**~~										
	~~1,000~~	~~base fee up to 1,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~		~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~		~~$ -~~	~~$ -~~
	~~2,500~~	~~base fee up to 2,500 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~		~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~		~~$ -~~	~~$ -~~
	~~4,000~~	~~base fee up to 4,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~		~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~		~~$ -~~	~~$ -~~
	~~6,000~~	~~base fee up to 6,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~		~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~		~~$ -~~	~~$ -~~
	~~8,000~~	~~base fee up to 8,000 s.f.~~		~~0.00~~	~~$ 153~~	~~$ -~~	~~n/a~~	~~%~~		~~$ -~~	~~$ -~~
		~~each add'l s.f.~~		~~0.00~~	~~n/a~~	~~$ -~~	~~n/a~~	~~n/a~~		~~$ -~~	~~$ -~~

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15	**Duplicate Floor Plan Review - Attached or Detached Accessory and Utility Uses**										
	200	base fee up to 200 s.f.		4.75	$ 153	**$ 725**	$ 171	24%	9	$ 1,536	$ 6,528
		each add'l s.f.		0.008	n/a	**$ 1.15**	n/a	n/a	-	$ -	$ -
	400	base fee up to 400 s.f.		6.25	$ 153	**$ 954**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.003	n/a	**$ 0.38**	n/a	n/a	-	$ -	$ -
	600	base fee up to 600 s.f.		6.75	$ 153	**$ 1,031**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.004	n/a	**$ 0.67**	n/a	n/a	-	$ -	$ -
	1,000	base fee up to 1,000 s.f.		8.50	$ 153	**$ 1,298**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.21**	n/a	n/a	-	$ -	$ -
	3,000	base fee up to 3,000 s.f.		11.25	$ 153	**$ 1,718**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.004	n/a	**$ 0.57**	n/a	n/a	-	$ -	$ -
16	**Site Improvements** - This includes substantial development of private parking lots which are processed separate of the structure and include any combination of the following: Underground utilities, parking lot lighting, accessible path of travel analysis, grading, drainage and compliance with the City's parking and driveway standards.										
	500	base fee up to 500 s.f.		4.00	$ 153	**$ 611**	$ 2,764	452%	14	$ 38,693	$ 8,551
		each add'l s.f.		0.001	n/a	**$ 0.20**	n/a	n/a	-	$ -	$ -
	5,000	base fee up to 5,000 s.f.		9.75	$ 153	**$ 1,489**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.001	n/a	**$ 0.10**	n/a	n/a	-	$ -	$ -
	10,000	base fee up to 10,000 s.f.		13.00	$ 153	**$ 1,985**	n/a	%	-	$ -	$ -
		each add'l s.f.		0.000	n/a	**$ 0.01**	n/a	n/a	-	$ -	$ -
	50,000	base fee up to 50,000 s.f.		15.00	$ 153	**$ 2,290**	$ 9,500	415%	1	$ 9,500	$ 2,290
		each add'l s.f.		0.000	n/a	**$ 0.01**	$ 0.19	n/a	21,614	$ 4,036	$ 264
	100,000	base fee up to 100,000 s.f.		19.00	$ 153	**$ 2,901**	$ 10,000	345%	1	$ 10,000	$ 2,901
		each add'l s.f.		0.000	n/a	**$ 0.03**	$ 0.10	n/a	109,524	$ 10,411	$ 3,178
TOTAL										**$ 801,061**	**$ 1,360,622**

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II. MINOR/MISCELLANEOUS RESIDENTIAL & COMMERCIAL IMPROVEMENTS											
	Above Ground Storage Tank	per permit		2.50	$ 153	**$ 382**	$ 211	55%	2	$ 421	$ 763
	Cell Site										
	Radio over 30 ft. high	each		7.50	$ 153	**$ 1,145**	$ 588	51%	4	$ 2,353	$ 4,581
	Dish, 10 ft. dia. w/decoder	each		3.50	$ 153	**$ 534**	n/a	%	-	$ -	$ -
	Equipment Enclosure	each		8.00	$ 153	**$ 1,222**	n/a	%	-	$ -	$ -
	Awning or Canopy	per permit		2.00	$ 153	**$ 305**	$ 340	111%	10	$ 3,401	$ 3,054
	Bollards up to 4pcs	per permit		2.50	$ 153	**$ 382**	$ 2,652	695%	3	$ 7,957	$ 1,145
	Certificate of Occupancy	per permit		0.50	$ 153	**$ 76**	$ 13	18%	7	$ 94	$ 534
	Decks / Balcony										
	Repair	each		4.00	$ 153	**$ 611**	$ 91	15%	20	$ 1,827	$ 12,216
	New/Replace	each		6.00	$ 153	**$ 916**	n/a	%	-	$ -	$ -
	Demolition of Building										
	Commercial	each		4.50	$ 153	**$ 687**	$ 174	25%	30	$ 5,219	$ 20,614
	Residential	each		4.00	$ 153	**$ 611**	n/a	%	-	$ -	$ -
	Fence or Freestanding Wall up to 100'	each		4.50	$ 153	**$ 687**	n/a	%	-	$ -	$ -
	Fire Damage Repair - Residential - Minor	per permit		4.75	$ 153	**$ 725**	$ 209	29%	4	$ 837	$ 2,901
	Fireplace Repair/Replace	per permit		3.00	$ 153	**$ 458**	$ 387	84%	35	$ 13,547	$ 16,033
	Foundation Repair										
	Commercial	each		3.75	$ 153	**$ 573**	$ 788	138%	2	$ 1,576	$ 1,145
	Residential	each		3.75	$ 153	**$ 573**	n/a	%	-	$ -	$ -
	Greenhouse	per permit		3.75	$ 153	**$ 573**	n/a	%	-	$ -	$ -
	Manufactured House / Building										
	Commercial	per permit		4.50	$ 153	**$ 687**	$ 266	39%	49	$ 13,023	$ 33,670
	Residential	per permit		3.75	$ 153	**$ 573**	n/a	%	-	$ -	$ -
	Mobile Home (Within a park, per current edition of Title 25, published by California Division of Housing and Community Development.)	per permit		4.25	$ 153	**$ 649**	n/a	%	-	$ -	$ -
	Partition/ Wall - Interior/Non-Structural <100'	per permit		3.50	$ 153	**$ 534**	$ 316	59%	3	$ 948	$ 1,603

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				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [3]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost
	Patio										
	Frame with Cover	each		2.40	$ 153	**$ 366**	$ 91	25%	97	$ 8,850	$ 35,548
	Frame with Cover & Walls	each		4.00	$ 153	**$ 611**	n/a	%	-	$ -	$ -
	Screen or Plastic Walls	each		3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
	Plastering Outside	per permit		2.50	$ 153	**$ 382**	n/a	%	-	$ -	$ -
	Remodel - Residential										
	Kitchen/Bath	each		2.55	$ 153	**$ 389**	$ 945	243%	139	$ 131,382	$ 54,123
	Other - up to 500 s.f.	each		3.50	$ 153	**$ 534**	n/a	%	-	$ -	$ -
	Repairs - Miscellaneous										
	Commercial	each		3.75	$ 153	**$ 573**	$ 332	58%	25	$ 8,309	$ 14,315
	Residential	each		3.10	$ 153	**$ 473**	$ 78	17%	64	$ 5,008	$ 30,295
	Retaining Wall										
	Non-Engineered - City Standard	per permit		4.25	$ 153	**$ 649**	$ 91	14%	15	$ 1,361	$ 9,734
	Reroofing										
	Commercial	per permit		2.60	$ 153	**$ 397**	$ 242	61%	18	$ 4,354	$ 7,146
	Residential	per permit		1.60	$ 153	**$ 244**	$ 81	33%	222	$ 17,944	$ 54,238
	Roof Structure Repair / Reinforcement										
	Commercial	each		4.30	$ 153	**$ 657**	$ 230	35%	1	$ 230	$ 657
	Residential	each		2.60	$ 153	**$ 397**	n/a	%	-	$ -	$ -
	Saunas (Steam)	per permit		2.25	$ 153	**$ 344**	n/a	%	-	$ -	$ -
	Sign										
	Wall - Illuminated	per permit		2.25	$ 153	**$ 344**	$ 126	37%	53	$ 6,682	$ 18,209
	Wall - Non-Illuminated	per permit		2.25	$ 153	**$ 344**	$ 126	37%	21	$ 2,648	$ 7,215
	Pole	per permit		2.50	$ 153	**$ 382**	n/a	%	-	$ -	$ -
	Monument	per permit		2.25	$ 153	**$ 344**	$ 126	37%	19	$ 2,396	$ 6,528
	Skylight										
	Commercial	each		2.50	$ 153	**$ 382**	$ 895	234%	3	$ 2,684	$ 1,145
	Residential	each		2.50	$ 153	**$ 382**	$ 895	234%	8	$ 7,157	$ 3,054
	Solar - Residential (Up to 10 kW)	per permit		1.95	$ 153	**$ 298**	$ 247	83%	232	$ 57,356	$ 69,080
	Per kW above 10kW	per permit		0.35	$ 153	**$ 53**	n/a	%	-	$ -	$ -
	Add Residential Battery Back-up	per permit		1.50	$ 153	**$ 229**	n/a	%	-	$ -	$ -
	Add Residential Panel Upgrade	per permit		1.75	$ 153	**$ 267**	n/a	%	-	$ -	$ -
	Add Reverse Tilt System/ Ground Mount	per permit		2.25	$ 153	**$ 344**	n/a	%	-	$ -	$ -
	Solar - Commercial (Up to 50 kW)	per permit		4.50	$ 153	**$ 687**	n/a	%	-	$ -	$ -
	Per kW between 51kW - 250kW	per permit		0.45	$ 153	**$ 69**	n/a	%	-	$ -	$ -
	Per kW above 250kW	per permit		0.45	$ 153	**$ 69**	n/a	%	-	$ -	$ -

City of Carlsbad
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				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [3]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost
	Spray Booth Install / Clean Room	per permit		3.50	$ 153	**$ 534**	$ 226	42%	1	$ 226	$ 534
	Stairs										
	New/Replace First Story	each		2.75	$ 153	**$ 420**	$ 1,491	355%	42	$ 62,611	$ 17,636
	Additional Story	each		2.25	$ 153	**$ 344**	n/a	%	-	$ -	$ -
	Repair	each		2.75	$ 153	**$ 420**	n/a	%	-	$ -	$ -
	Siding										
	Stucco	each		2.75	$ 153	**$ 420**	$ 362	86%	2	$ 723	$ 840
	Stone/Brick Veneer	each		3.75	$ 153	**$ 573**	$ 362	63%	5	$ 1,808	$ 2,863
	Storage Racks										
	<8 ft, first 100 lf	per permit		3.25	$ 153	**$ 496**	$ 611	123%	10	$ 6,109	$ 4,963
	each add'l. 100 lf	per permit		0.60	$ 153	**$ 92**	n/a	%	-	$ -	$ -
	>8 ft, first 100 lf	per permit		3.50	$ 153	**$ 534**	n/a	%	-	$ -	$ -
	>8 ft, ea. Add'l 100 lf	per permit		1.60	$ 153	**$ 244**	n/a	%	-	$ -	$ -
	Swimming Pool										
	Commercial	per permit		7.50	$ 153	**$ 1,145**	$ 207	18%	2	$ 415	$ 2,290
	Residential	per permit		3.75	$ 153	**$ 573**	$ 207	36%	117	$ 24,268	$ 66,995
	Temporary Seating or Bleachers Install	per permit		3.75	$ 153	**$ 573**	$ 518	90%	4	$ 2,071	$ 2,290
	Trash Enclosure Install	per permit		1.75	$ 153	**$ 267**	$ 670	251%	9	$ 6,026	$ 2,405
	Windows / Door										
	Commercial	each		2.25	$ 153	**$ 344**	$ 409	119%	12	$ 4,903	$ 4,123
	Residential	each		2.25	$ 153	**$ 344**	$ 409	119%	137	$ 55,973	$ 47,069
Other Inspections (Per Hour)											
	Inspections outside of normal business hours (minimum charge: two hours)	per hour		1.25	$ 153	**$ 191**	$ 117	61%	-	$ -	$ -
	Re-inspection fees	per hour		1.25	$ 153	**$ 191**	$ 117	61%	-	$ -	$ -
	Inspections for which no fee is specifically indicated (minimum charge: one half-hour)	per hour		1.25	$ 153	**$ 191**	$ 117	61%	-	$ -	$ -
	Additional plan review required by changes, additions or revisions to approved plans (minimum charge: one half-hour)	per hour		1.00	$ 153	**$ 153**	$ 117	77%	-	$ -	$ -

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				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [3]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost
Other Building Fees											
	Building Permit Revision, Fee + Third Party Hourly Charge	per hour	[2]	n/a	$ 153	**n/a**	$ 35	%	78	$ 2,730	$ 2,730
	Building Plan Check Fee ~~(8% discount on repetitive plan checks)~~	each	[2]	n/a	$ 153	**n/a**	70% of Current Building Permit Fee	%	2,683	$ 1,027,792	$ 1,027,792
	Green Building Standards Plan Check and Inspection	each	[2]	n/a	$ 153	**n/a**	$ 175	%	595	$ 104,225	$ 104,225
	Green Building State Standards Fee (SB1473)	each	[1]		$ 153		$1.00 per every $25,000 in building valuation or fraction thereof (minimum fee $1.00)				
	Strong Motion Instrumentation Fee (SMIP) and Seismic Hazard Mapping Fee - Residential	each	[1]		$ 153		Pass through from State: $13.00 per $100,000 valuation (minimum $0.50 fee)				
	Strong Motion Instrumentation Fee (SMIP) and Seismic Hazard Mapping Fee - Commercial	each	[1]		$ 153		Pass through from State: $28.00 per $100,000 valuation (minimum $0.50 fee)				
Fees for services not listed will be determined on a case by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.		per hour		1.00	$ 153	**$ 153**	new	%	-	$ -	$ -
TOTAL										$ 1,607,442	$ 1,696,302

[Notes]

[1] Set per City policy / NBS did not evaluate.

[2] Fee based on actual cost. Plan check revenues are included for purposes of analysis; going forward fees are recommended to be charged on an actual cost basis

"n/a" in this context means no data available to evaluate.

[3] Prior to the new format, the City would have used valuation. No way to estimate a fee.

City of Carlsbad
Building - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.5

				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [2]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
III. PLUMBING, MECHANICAL AND ELECTRICAL PERMITS - NOT ASSOCIATED WITH A BUILDING PERMIT											
1	Simple Single or Combination Permits	per permit (see list of simple items)		1.45	$ 153	**$ 221**	$ 175	79%	1,424	$ 249,200	$ 315,287
2	Water Heater Only	per permit		1.00	$ 153	**$ 153**	$ 98	64%	161	$ 15,778	$ 24,584
3	**Complex Mechanical Permits**	per permit									
	FAU less than 100,000 Btu/h			3.50	$ 153	**$ 534**	n/a	%	-	$ -	$ -
	FAU greater than 100,000 Btu/h			4.50	$ 153	**$ 687**	n/a	%	-	$ -	$ -
	Floor furnace (including vent)			2.50	$ 153	**$ 382**	n/a	%	-	$ -	$ -
	Suspended, wall, or floor-mounted heaters			2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Appliance vents not included in an appliance permit			4.00	$ 153	**$ 611**	n/a	%	-	$ -	$ -
	Boiler up to 100,000 Btu/h			4.75	$ 153	**$ 725**	n/a	%	-	$ -	$ -
	Boiler 100,000 Btu/h to 500,000 Btu/h			2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Compressor up to 3 HP			2.25	$ 153	**$ 344**	n/a	%	-	$ -	$ -
	Compressor up to 3 HP to 15 HP			2.35	$ 153	**$ 359**	n/a	%	-	$ -	$ -
	Other Complex Mechanical			3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -

City of Carlsbad
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				Activity Service Cost Analysis			Cost Recovery Analysis		Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit [2]	Existing Cost Recovery %	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
4	**Complex Electrical Permits**	per permit									
	Commercial Appliance			2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Power Apparatus			2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Motor not over 1 HP	each		2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Motor over 1 HP and not over 10 HP	each		2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Motor over 10 HP and not over 50 HP	each		2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Motor over 50 HP and not over 100 HP	each		2.25	$ 153	**$ 344**	n/a	%	-	$ -	$ -
	Motor over 100 HP	each		2.50	$ 153	**$ 382**	n/a	%	-	$ -	$ -
	Generator not over 1 KW	each		2.00	$ 153	**$ 305**	n/a	%	-	$ -	$ -
	Generator over 1 KW and not over 10 KW	each		2.25	$ 153	**$ 344**	n/a	%	-	$ -	$ -
	Generator over 10 KW and not over 50 KW	each		3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
	Generator over 50 KW and not over 100 KW	each		3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
	Generator over 100 KW	each		3.50	$ 153	**$ 534**	n/a	%	-	$ -	$ -
	Transformer not over 1 KVA	each		2.50	$ 153	**$ 382**	n/a	%	-	$ -	$ -
	Transformer over 1 KVA and not over 10 KVA	each		2.50	$ 153	**$ 382**	n/a	%	-	$ -	$ -
	Transformer over 10 KVA and not over 50 KVA	each		2.75	$ 153	**$ 420**	n/a	%	-	$ -	$ -
	Transformer over 50 KVA and not over 100 KVA	each		3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
	Transformer over 100 KVA	each		3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
	Services of 600 volts or less and over 400 amperes to 1000 amperes in rating	each		3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
	Services over 600 volts or over 1000 amperes in rating	each		4.00	$ 153	**$ 611**	n/a	%	-	$ -	$ -
	Other Complex Electrical	each		3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
5	**Complex Plumbing Permits**	per permit									
	Fire Suppression System / Commercial Hood			4.25	$ 153	**$ 649**	n/a	%	-	$ -	$ -
	Onsite Sewer 6" & Over			2.75	$ 153	**$ 420**	n/a	%	-	$ -	$ -
	Onsite Water 6" & Over			2.75	$ 153	**$ 420**	n/a	%	-	$ -	$ -
	Onsite Storm Drain 6" & Over			2.75	$ 153	**$ 420**	n/a	%	-	$ -	$ -
	Other Complex Plumbing			3.00	$ 153	**$ 458**	n/a	%	-	$ -	$ -
TOTAL										$ 264,978	$ 339,871

[Notes]

[1] Set per City policy / NBS did not evaluate.
"n/a" in this context means no data available to evaluate.

[2] Prior to the new format, the City would have used valuation.
No way to estimate a fee.

City of Carlsbad
Building - User Fee Study Fiscal Year 2021
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Fee No.	Fee Name
Simple Single or Combination Permits List	
	Simple Mechanical Items:
	Addition to each heating appliance, refrigeration unit, cooling unit, absorption unit, or each heating, cooling, absorption, or evaporative cooling system.
	HVAC change out - existing dwelling
	Air-handling unit under 10,000 CFM
	Evaporative cooler
	Ventilation fan connected to a single duct
	Hood and duct system
	Duct systems
	Miscellaneous mechanical (wall furnace, condensing units, gas outlet/gas test, etc.)
	Other simple mechanical
	Simple Electrical Items:
	Receptacle, switch, and lighting outlets
	Lighting fixtures
	Pole or platform-mounted lighting fixtures
	Theatrical-type lighting fixtures or assemblies
	Appliances not exceeding one horsepower (HP), kilowatt (KW), or kilovolt-ampere (KVA), in rating
	Busways
	Trolley and plug-in-type busways - each 100 feet or fraction thereof
	Signs, outline lighting, or marquees supplied from one branch circuit
	Services of 600 volts or less and not over 200 amperes in rating
	Miscellaneous apparatus, conduits, and conductors
	Portable generators less than 10,000 W
	Temporary power panel/service
	Temporary power pole
	Other simple electrical

City of Carlsbad
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APPENDIX A.5

Fee No.	Fee Name
	Simple Plumbing Items:
	Plumbing fixtures
	Building sewer
	Rainwater systems
	Water heater
	Industrial waste pretreatment interceptor
	Water piping and/or water treating equipment
	Repair or alteration of drainage or vent piping
	Backflow devices
	Atmospheric-type vacuum breakers
	Gas test
	Gas outlets
	Residential remodel/repairs
	Other simple plumbing

APPENDIX A.6

Cost of Service Analysis – Police Department

City of Carlsbad
Police Department - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.6

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
Police Fees											
~~1~~	~~Administrative Fee - DUI~~			~~0.00~~	~~$ -~~	~~$ 20~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
2	Audio / Photos on Disk	each		0.50	$ 49	$ 48	96%	$ 1.93	34	$ 1,617	$ 1,682
new	Burglary Alarm Registration Fee	each	[1]	0.25	$ 31	n/a	%	n/a	-	$ -	$ -
3	Burglary Alarm Response - Second Occurrence (no charge for 1st response if permitted)	each	[1]	0.63	$ 82	$ 30	37%	$ 52	337	$ 10,110	$ 27,680
4	Burglary Alarm Response - Each Additional Occurrence	each	[1]	0.63	$ 82	$ 60	73%	$ 22	930	$ 55,800	$ 76,386
5	False Robbery - Panic Alarm Response - Second Occurrence (no charge for 1st response)	each		0.63	$ 82	$ 100	122%	$ (18)	19	$ 1,900	$ 1,561
6	False Robbery - Panic Alarm Response - Each Additional Occurrence	each	[1]	0.63	$ 82	$ 100	122%	$ (18)	53	$ 5,300	$ 4,353
7	Copy Investigation Record	each		1.50	$ 148	$ 46	31%	$ 102	-	$ -	$ -
8	Dispatch Records Searches (per query)	each		0.75	$ 74	$ 18	24%	$ 57	-	$ -	$ -
9	Entertainment License	each	[2]	5.00	$ 677	$ 236	35%	$ 441	-	$ -	$ -
10	Fingerprinting Fees	each	[5]	0.50	$ 49	$ 20	40%	$ 29	248	$ 4,960	$ 12,272
11	Fix-It Ticket - moving violation, with proof of correction	each		0.33	$ 33	$ 16	49%	$ 17	-	$ -	$ -
12	Fix-It Ticket - parking/registration violation, with proof of correction	each		0.33	$ 33	$ 10	31%	$ 23	61	$ 610	$ 1,992
13	Handicap Placard Violation Waiver Processing Fee - Waived Upon Proof of Correction	each		0.33	$ 33	Waived upon proof of correction	%	n/a	-	$ -	$ -
14	Photograph Copy - Subpoena or Records requests that require retrieval in QueTel evidence program. Photos/Video must be approved prior to release for compliance with privacy laws.	each		0.25	$ 25	$ 16	65%	$ 9	138	$ 2,227	$ 3,414
15	Police/Fire - Emergency Response DUI Traffic Collision (max $12,000 per incident)	each				Actual Cost					
16	Production of body worn camera videos. Staff time per hour of production and redaction of videos.	each				Actual Cost					
~~17~~	~~Proof of Correction Certification - all others~~			~~0.00~~	~~$ -~~	~~$ 20~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
~~18~~	~~Proof of Correction Certification - Carlsbad Resident, or person with CPD citation~~			~~0.00~~	~~$ -~~	~~$ -~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
19	Report Copy Fee (Free to Victim)	each		0.25	$ 25	$ 10	40%	$ 15	1,168	$ 11,680	$ 28,899

City of Carlsbad
Police Department - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.6

				Activity Service Cost Analysis		Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Total Estimated Average Labor Time Per Activity (hours)	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
new	Rental of Conference rooms to Safety Personnel	each		2.63	$ 260	n/a	%		-	$ -	$ -
~~20~~	~~Special Business Permit (plus fingerprint fee)~~			~~0.00~~	~~$ -~~	~~$ 136~~	~~%~~	~~n/a~~	~~-~~	~~$ -~~	~~$ -~~
21	Storage/Impounded Vehicle Administrative Charge			1.40	$ 181	$ 125	69%	$ 56	189	$ 23,625	$ 34,121
Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.		per hour		1.00	$ 99	new	%	n/a	-	$ -	$ -
TOTAL										$ 117,829	$ 192,361

[Notes]

[1] Per section 8.50.080(e), Ord NS-230 ph1,2,1993; Ord -53 ph 3, 1989: Ord. 1278 ph 1 (part) 1985)

[2] Code Section 8.09.070

[3] A valid, unexpired City of Carlsbad Business License is required for all special event Applicants. An amendment to 8.17.070 CMC requires an Applicant to pay a non-refundable fee to allow third party vendors to participate under the Applicant's business License.

[4] See Carlsbad Municipal Code Section 8.17.070

[5] Plus DOJ fee

APPENDIX A.7

Cost of Service Analysis – Fire Department

City of Carlsbad
Fire Department - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.7

			Activity Service Cost Analysis									Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Notes	Processing Time	Plan Review Time	Inspection Time	Total Time Per Activity	Fully Burdened Hourly Rate	Processing Cost Of Service Per Activity	Plan Review Cost of Service Per Activity	Inspection Cost of Service Per Activity	Full Cost of Service Per Activity	Current Fee	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
I	**FIRE EXTINGUISHING AND ALARM SYSTEMS**																
1	**New Sprinkler System**																
	ESFR Fire Sprinkler System (Initial system)		0.82	2.75	2.75	6.32	$ 213	$ 174	$ 587	$ 587	**$ 1,348**	$ 858	64%	$ 490	4	$ 3,431	$ 5,392
	Each additional System		0.00	1.00	0.75	1.75	$ 213	$ -	$ 213	$ 160	**$ 373**	$ 237	63%	$ 136	-	$ -	$ -
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 102	48%	$ 111	-	$ -	$ -
	ESFR Fire Sprinkler System with In-Rack Sprinklers		0.82	3.25	3.25	7.32	$ 213	$ 174	$ 694	$ 694	**$ 1,561**	$ 994	64%	$ 568	-	$ -	$ -
	Each additional System		0.00	1.00	0.75	1.75	$ 213	$ -	$ 213	$ 160	**$ 373**	$ 237	63%	$ 136	-	$ -	$ -
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 102	48%	$ 111	-	$ -	$ -
	Fire Pump (first pump)		0.82	2.75	2.25	5.82	$ 213	$ 174	$ 587	$ 480	**$ 1,241**	$ 790	64%	$ 452	2	$ 1,579	$ 2,483
	Each Additional pump		0.00	1.00	1.00	2.00	$ 213	$ -	$ 213	$ 213	**$ 427**	$ 271	64%	$ 156	-	$ -	$ -
	NFPA 13 System < 100 heads		0.82	1.50	2.25	4.57	$ 213	$ 174	$ 320	$ 480	**$ 975**	$ 620	64%	$ 355	7	$ 4,337	$ 6,822
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 102	48%	$ 111	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 204	96%	$ 9	-	$ -	$ -
	NFPA 13 System > 100 heads (includes one riser)		0.82	2.75	2.75	6.32	$ 213	$ 174	$ 587	$ 587	**$ 1,348**	$ 858	64%	$ 490	58	$ 49,752	$ 78,184
	Each Additional Riser		0.00	1.00	0.75	1.75	$ 213	$ -	$ 213	$ 160	**$ 373**	$ 237	63%	$ 136	3	$ 711	$ 1,120
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 102	48%	$ 111	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 373	175%	$ (160)	1	$ 373	$ 213
	NFPA 13R System 3-16 units (per building)		0.82	2.75	2.75	6.32	$ 213	$ 174	$ 587	$ 587	**$ 1,348**	$ 858	64%	$ 490	4	$ 3,431	$ 5,392
	Per Additional Inspection (per building)		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 373	175%	$ (160)	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 373	175%	$ (160)	-	$ -	$ -
	NFPA 13D Single Family System (Plan Review Per Initial or Single Plan Type)		0.82	1.00	0.00	1.82	$ 213	$ 174	$ 213	$ -	**$ 388**	$ 246	64%	$ 141	59	$ 14,538	$ 22,873
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 136	64%	$ 77	-	$ -	$ -
	NFPA 13D Single Family System (Inspection Per Building)		0.00	0.00	0.92	0.92	$ 213	$ -	$ -	$ 196	**$ 196**	$ 125	64%	$ 71	231	$ 28,817	$ 45,189
	Underground Piping with up to 4 Hydrants/Risers		0.82	1.75	3.00	5.57	$ 213	$ 174	$ 373	$ 640	**$ 1,188**	$ 756	64%	$ 432	33	$ 24,939	$ 39,203
	Underground Piping with 5 or more Hydrants/Risers	[3]	0.82	2.25	4.50	7.57	$ 213	$ 174	$ 480	$ 960	**$ 1,615**	$ 996	62%	$ 619	10	$ 9,959	$ 16,148
2	**TI Sprinkler System**																
	NFPA 13 or 13R System 6 heads or less		0.17	0.25	0.50	0.92	$ 213	$ 36	$ 53	$ 107	**$ 196**	$ 125	64%	$ 71	33	$ 4,117	$ 6,456
	NFPA 13 or 13R System 7 - 100 heads		0.82	1.25	2.00	4.07	$ 213	$ 174	$ 267	$ 427	**$ 868**	$ 553	64%	$ 315	104	$ 57,472	$ 90,256
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 271	127%	$ (58)	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 170	80%	$ 43	-	$ -	$ -
	NFPA 13 or 13R System > 100 heads		0.82	1.50	2.50	4.82	$ 213	$ 174	$ 320	$ 534	**$ 1,028**	$ 654	64%	$ 374	16	$ 10,458	$ 16,446
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 339	159%	$ (126)	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 204	96%	$ 9	-	$ -	$ -
3	**Other Extinguishing Systems**																
	Gas Systems (Med Gas, Industrial Gas, LPG)		0.82	1.25	1.00	3.07	$ 213	$ 174	$ 267	$ 213	**$ 654**	$ 417	64%	$ 238	-	$ -	$ -
	Hood & Duct Extinguishing System		0.82	1.00	1.25	3.07	$ 213	$ 174	$ 213	$ 267	**$ 654**	$ 417	64%	$ 238	23	$ 9,580	$ 15,052
	Each additional System		0.00	0.50	1.00	1.50	$ 213	$ -	$ 107	$ 213	**$ 320**	$ 204	64%	$ 116	-	$ -	$ -

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	Pre-Action System with Alarm		0.82	1.75	1.50	4.07	$ 213	$ 174	$ 373	$ 320	**$ 868**	$ 553	64%	$ 315	3	$ 1,658	$ 2,604
	Refrigeration Systems < 500 lbs		0.82	3.00	1.50	5.32	$ 213	$ 174	$ 640	$ 320	**$ 1,135**	$ 722	64%	$ 413	-	$ -	$ -
	Refrigeration Systems > 500 lbs		0.82	5.00	3.25	9.07	$ 213	$ 174	$ 1,067	$ 694	**$ 1,935**	$ 1,231	64%	$ 704	-	$ -	$ -
	Special Equipment (Ovens, Dust, Battery)		0.82	1.25	1.00	3.07	$ 213	$ 174	$ 267	$ 213	**$ 654**	$ 417	64%	$ 238	-	$ -	$ -
	Special Extinguishing System		0.82	2.25	1.25	4.32	$ 213	$ 174	$ 480	$ 267	**$ 921**	$ 586	64%	$ 336	8	$ 4,685	$ 7,370
	Spray Booths		0.82	1.25	1.00	3.07	$ 213	$ 174	$ 267	$ 213	**$ 654**	$ 417	64%	$ 238	-	$ -	$ -
4	**Alarm Systems**																
	New Alarm System		0.82	3.25	5.25	9.32	$ 213	$ 174	$ 694	$ 1,120	**$ 1,988**	$ 1,265	64%	$ 723	34	$ 43,011	$ 67,600
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 712	334%	$ (499)	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 441	207%	$ (228)	-	$ -	$ -
	Sprinkler Monitoring		0.82	1.00	1.00	2.82	$ 213	$ 174	$ 213	$ 213	**$ 601**	$ 383	64%	$ 219	68	$ 26,010	$ 40,874
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 136	64%	$ 77	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 136	64%	$ 77	-	$ -	$ -
	TI Fire Alarm System		0.82	1.75	2.00	4.57	$ 213	$ 174	$ 373	$ 427	**$ 975**	$ 620	64%	$ 355	73	$ 45,233	$ 71,142
	Per Additional Inspection		0.00	0.00	1.00	1.00	$ 213	$ -	$ -	$ 213	**$ 213**	$ 271	127%	$ (58)	-	$ -	$ -
	Per Additional Plan Type		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 170	80%	$ 43	-	$ -	$ -
II	**DEVELOPMENT APPLICATIONS, PLAN REVIEW AND INSPECTION**																
1	**Building Construction Plan (Architectural Review)**																
	A-1 Occupancies - New		0.50	5.25	3.00	8.75	$ 213	$ 107	$ 1,120	$ 640	**$ 1,867**	$ 1,188	64%	$ 680	-	$ -	$ -
	A-1 Occupancies - TI		0.50	3.94	2.25	6.69	$ 213	$ 107	$ 840	$ 480	**$ 1,427**	$ 908	64%	$ 519	-	$ -	$ -
	A-2 & A-3 Occupancies - New		0.50	3.50	2.00	6.00	$ 213	$ 107	$ 747	$ 427	**$ 1,280**	$ 814	64%	$ 466	4	$ 3,258	$ 5,122
	A-2 & A-3 Occupancies - TI		0.50	2.63	1.50	4.63	$ 213	$ 107	$ 560	$ 320	**$ 987**	$ 628	64%	$ 359	24	$ 15,069	$ 23,688
	A-4 & A-5 Occupancies - New		0.50	5.25	3.00	8.75	$ 213	$ 107	$ 1,120	$ 640	**$ 1,867**	$ 1,188	64%	$ 680	-	$ -	$ -
	A-4 & A-5 Occupancies - TI		0.50	3.94	2.25	6.69	$ 213	$ 107	$ 840	$ 480	**$ 1,427**	$ 908	64%	$ 519	-	$ -	$ -
	E Occupancies New		0.50	5.25	3.00	8.75	$ 213	$ 107	$ 1,120	$ 640	**$ 1,867**	$ 1,188	64%	$ 680	-	$ -	$ -
	E Occupancies TI		0.50	3.94	2.25	6.69	$ 213	$ 107	$ 840	$ 480	**$ 1,427**	$ 908	64%	$ 519	-	$ -	$ -
	E Occupancies (Daycare only)		0.50	2.00	1.00	3.50	$ 213	$ 107	$ 427	$ 213	**$ 747**	$ 475	64%	$ 272	-	$ -	$ -
	F Occupancies New		0.50	3.50	2.00	6.00	$ 213	$ 107	$ 747	$ 427	**$ 1,280**	$ 814	64%	$ 466	2	$ 1,629	$ 2,561
	F Occupancies TI		0.50	2.63	1.50	4.63	$ 213	$ 107	$ 560	$ 320	**$ 987**	$ 628	64%	$ 359	12	$ 7,535	$ 11,844
	H Occupancies (not including Chem Class) New		0.50	3.50	2.00	6.00	$ 213	$ 107	$ 747	$ 427	**$ 1,280**	$ 814	64%	$ 466	-	$ -	$ -
	H Occupancies (not including Chem Class) TI		0.50	2.63	1.50	4.63	$ 213	$ 107	$ 560	$ 320	**$ 987**	$ 628	64%	$ 359	-	$ -	$ -
	I Occupancies New		0.50	3.50	2.00	6.00	$ 213	$ 107	$ 747	$ 427	**$ 1,280**	$ 814	64%	$ 466	-	$ -	$ -
	I Occupancies TI		0.50	2.63	1.50	4.63	$ 213	$ 107	$ 560	$ 320	**$ 987**	$ 628	64%	$ 359	-	$ -	$ -
	L Occupancies New		0.50	2.00	1.00	3.50	$ 213	$ 107	$ 427	$ 213	**$ 747**	$ 475	64%	$ 272	-	$ -	$ -
	L Occupancies TI		0.50	1.50	0.75	2.75	$ 213	$ 107	$ 320	$ 160	**$ 587**	$ 373	64%	$ 214	-	$ -	$ -
	R-1 & R-2 Occupancies <50 units New		0.50	5.25	3.00	8.75	$ 213	$ 107	$ 1,120	$ 640	**$ 1,867**	$ 1,188	64%	$ 680	1	$ 1,188	$ 1,867
	R-1 & R-2 Occupancies ≥50 units New		0.50	6.56	3.75	10.81	$ 213	$ 107	$ 1,400	$ 800	**$ 2,307**	$ 1,468	64%	$ 839	1	$ 1,468	$ 2,307
	R-3 Townhomes New		0.50	3.50	2.00	6.00	$ 213	$ 107	$ 747	$ 427	**$ 1,280**	$ 814	64%	$ 466	-	$ -	$ -
	R Occupancies All TI's		0.50	2.63	1.50	4.63	$ 213	$ 107	$ 560	$ 320	**$ 987**	$ 628	64%	$ 359	3	$ 1,884	$ 2,961

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	S Occupancies < 50,000sq. ft. New		0.50	2.00	1.00	3.50	$ 213	$ 107	$ 427	$ 213	**$ 747**	$ 475	64%	$ 272	2	$ 951	$ 1,494
	S Occupancies < 50,000sq. ft. TI		0.50	1.50	0.75	2.75	$ 213	$ 107	$ 320	$ 160	**$ 587**	$ 373	64%	$ 214	1	$ 373	$ 587
	S Occupancies ≥ 50,000sq. ft. New		0.50	3.50	2.50	6.50	$ 213	$ 107	$ 747	$ 534	**$ 1,387**	$ 883	64%	$ 505	3	$ 2,648	$ 4,161
	S Occupancies ≥ 50,000sq. ft. TI		0.50	2.63	1.88	5.00	$ 213	$ 107	$ 560	$ 400	**$ 1,067**	$ 678	64%	$ 389	1	$ 678	$ 1,067
2	**Plan Review and Inspection**																
	Hazardous Materials Storage																
	Chem Class <10 Chemicals		0.82	1.50	1.25	3.57	$ 213	$ 174	$ 320	$ 267	**$ 761**	$ 485	64%	$ 277	-	$ -	$ -
	Chem Class 10- 25 Chemicals		0.82	3.00	1.75	5.57	$ 213	$ 174	$ 640	$ 373	**$ 1,188**	$ 756	64%	$ 432	-	$ -	$ -
	Chem Class 26 - 100 Chemicals		0.82	4.50	2.75	8.07	$ 213	$ 174	$ 960	$ 587	**$ 1,721**	$ 1,095	64%	$ 627	-	$ -	$ -
	Chem Class >100 Chemicals		0.82	6.00	3.75	10.57	$ 213	$ 174	$ 1,280	$ 800	**$ 2,255**	$ 1,435	64%	$ 820	-	$ -	$ -
New	Fire Department Access & Fire Lanes		0.82	1.00	0.00	1.82	$ 213	$ 174	$ 213	$ -	**$ 388**	n/a	%	n/a	-	$ -	$ -
	High Piled Storage		0.82	2.25	2.50	5.57	$ 213	$ 174	$ 480	$ 534	**$ 1,188**	$ 756	64%	$ 432	-	$ -	$ -
	High Rise Structure greater than 55 feet		0.50	1.00	1.00	2.50	$ 213	$ 107	$ 213	$ 213	**$ 534**	$ 339	64%	$ 194	-	$ -	$ -
	Per Additional Floor		0.00	1.00	1.00	2.00	$ 213	$ -	$ 213	$ 213	**$ 427**	$ 271	64%	$ 156	-	$ -	$ -
	Storage Tanks																
	Aboveground Storage Tanks (First tank)		0.82	2.00	2.50	5.32	$ 213	$ 174	$ 427	$ 534	**$ 1,135**	$ 722	64%	$ 413	1	$ 722	$ 1,135
	Underground Storage Tanks (First tank)		0.82	2.00	2.00	4.82	$ 213	$ 174	$ 427	$ 427	**$ 1,028**	$ 654	64%	$ 374	-	$ -	$ -
	Each Additional Tank		0.00	0.50	0.25	0.75	$ 213	$ -	$ 107	$ 53	**$ 160**	$ 102	64%	$ 58	-	$ -	$ -
	Vegetation Fuel Modification																
	Custom Home		0.82	1.50	1.25	3.57	$ 213	$ 174	$ 320	$ 267	**$ 761**	$ 485	64%	$ 277	-	$ -	$ -
	Tract <75 Homes		0.82	3.00	2.75	6.57	$ 213	$ 174	$ 640	$ 587	**$ 1,401**	$ 892	64%	$ 510	-	$ -	$ -
	Tract ≥75 Homes		0.82	4.50	4.25	9.57	$ 213	$ 174	$ 960	$ 907	**$ 2,042**	$ 1,299	64%	$ 743	-	$ -	$ -
	Smoke Control - Rationale Analysis & Plan Review		0.82	6.00	3.25	10.07	$ 213	$ 174	$ 1,280	$ 694	**$ 2,148**	$ 1,367	64%	$ 781	-	$ -	$ -
3	**Other Fire Fees**																
	Aerial Fireworks Display																
	Major		1.00	0.50	8.00	9.50	$ 213	$ 213	$ 107	$ 1,707	**$ 2,027**	$ 1,290	64%	$ 738	1	$ 1,290	$ 2,027
	Minor		1.00	0.50	4.00	5.50	$ 213	$ 213	$ 107	$ 854	**$ 1,174**	$ 746	64%	$ 427	2	$ 1,493	$ 2,347
	Plan Review																
	Processing Fee		0.17	0.00	0.00	0.17	$ 213	$ 36	$ -	$ -	**$ 36**	$ 23	63%	$ 14	-	$ -	$ -
	Per Hour - Overtime		0.00	1.00	0.00	1.00	$ 231	$ -	$ 231	$ -	**$ 231**	$ 152	65%	$ 80	2	$ 303	$ 463
	Per Hour - Regular Office Hours		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 136	64%	$ 77	47	$ 6,396	$ 10,030
	Hourly Services for: Alternate Methods and Materials Review, Time and																
	First Hour		0.17	1.00	0.00	1.17	$ 213	$ 36	$ 213	$ -	**$ 250**	$ 159	64%	$ 91	3	$ 476	$ 749
	Each Additional Hour		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 136	64%	$ 77	3	$ 408	$ 640
	Plan Resubmittal (3rd and Subsequent Submittal, per hour)		0.00	1.00	0.00	1.00	$ 213	$ -	$ 213	$ -	**$ 213**	$ 136	64%	$ 77	16	$ 2,177	$ 3,414
	Reinspections (Per inspection)		0.17	0.00	1.25	1.42	$ 213	$ 36	$ -	$ 267	**$ 302**	$ 193	64%	$ 110	23	$ 4,434	$ 6,953
	Tent Permit (Not associated with special events)																
	Single tent		0.50	0.50	0.50	1.50	$ 213	$ 107	$ 107	$ 107	**$ 320**	$ 204	64%	$ 116	21	$ 4,287	$ 6,722
	2-5 tents		0.50	1.00	1.50	3.00	$ 213	$ 107	$ 213	$ 320	**$ 640**	$ 407	64%	$ 233	6	$ 2,443	$ 3,841
	6 or more tents		0.50	1.50	2.00	4.00	$ 213	$ 107	$ 320	$ 427	**$ 854**	$ 543	64%	$ 310	2	$ 1,087	$ 1,707
	Weed Abatement Administrative Fee		2.00	0.00	0.00	2.00	$ 213	$ 427	$ -	$ -	**$ 427**	$ 271	64%	$ 156	-	$ -	$ -

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	Fire Nuisance Alarm - 1st response in 12 month period	[7]										$ -					
	Fire Nuisance Alarm - 2nd response in 12 month period	[7]										$ 89					
	Fire Nuisance Alarm - 3rd response in 12 month period	[7]										$ 177					
	Fire Nuisance Alarm - each additional response thereafter	[7]										$ 348					
	Fire Nuisance Alarm - each billing	[7]										$ 12					
4	**Special Events Application Processing**																
	Minor: Events that may impact emergency operations equipment or access and have attendance or participation of under 1,500 persons (Building and Safety)																
	Single tent		0.17	0.00	0.00	0.17	$ 213	$ 36	$ -	$ -	**$ 36**	$ 23	63%	$ 14	-	$ -	$ -
	2-5 tents		1.00	0.00	0.00	1.00	$ 213	$ 213	$ -	$ -	**$ 213**	$ 136	64%	$ 77	-	$ -	$ -
	Major: Events that may impact emergency operations equipment or access and have attendance or participation of 1,500 or more persons (Building and Safety)		1.00	0.00	0.00	1.00	$ 213	$ 213	$ -	$ -	**$ 213**	$ 136	64%	$ 77	-	$ -	$ -
	Miscellaneous: Events that may impact emergency operations equipment or access and may only require an over the counter submittal		0.17	0.00	0.00	0.17	$ 213	$ 36	$ -	$ -	**$ 36**	$ 23	64%	$ 13	-	$ -	$ -
	Special Events - Fire Prevention/Operations Support Prior To/During Event		n/a	n/a	n/a	n/a	$ 213	n/a	n/a	n/a	**n/a**	Actual Cost	%	n/a	-	$ -	$ -
III	**ANNUAL INSPECTIONS AND FIRE CODE PERMITS**																
1	**Annual Inspections for the following Occupancies:**	[1]															
	Care Facility for more than 6 ambulatory & non-ambulatory clients		0.08	0.00	1.00	1.08	$ 213	$ 18	$ -	$ 213	**$ 231**	$ -	0%	$ 231	-	$ -	$ -
	Hospitals, Nursing homes, Mental hospitals, Detoxification and Surgery Centers		0.08	0.00	2.00	2.08	$ 213	$ 18	$ -	$ 427	**$ 445**	$ -	0%	$ 445	-	$ -	$ -
	Commercial Care Facility (i.e. Child, Drug & Alcohol, Juvenile, & etc.)		0.08	0.00	1.00	1.08	$ 213	$ 18	$ -	$ 213	**$ 231**	$ -	0%	$ 231	-	$ -	$ -
	Pre-Inspection Residential Care Facility (i.e. Single Family Residences)		0.08	0.00	1.00	1.08	$ 213	$ 18	$ -	$ 213	**$ 231**	$ -	0%	$ 231	-	$ -	$ -
	High Rise Facility > 75 ft. (per floor of building)		0.08	0.00	1.00	1.08	$ 213	$ 18	$ -	$ 213	**$ 231**	$ -	0%	$ 231	-	$ -	$ -
	Public or Private School																
	Pre-School		0.50	0.00	2.00	2.50	$ 213	$ 107	$ -	$ 427	**$ 534**	$ -	0%	$ 534		$ -	$ -
	Elementary/Middle School		0.50	0.00	3.50	4.00	$ 213	$ 107	$ -	$ 747	**$ 854**	$ -	0%	$ 854	43	$ -	$ 36,706
	High School		1.00	0.00	5.00	6.00	$ 213	$ 213	$ -	$ 1,067	**$ 1,280**	$ -	0%	$ 1,280		$ -	$ -
2	**State Mandated Hotel and Motel Inspection**																
	1-5 Buildings per property		0.50	0.00	3.00	3.50	$ 213	$ 107	$ -	$ 640	**$ 747**	$ -	0%	$ 747	45	$ -	$ 33,611
	6-10 Buildings per property		1.00	0.00	5.00	6.00	$ 213	$ 213	$ -	$ 1,067	**$ 1,280**	$ -	0%	$ 1,280	-	$ -	$ -
	11 or more buildings per property		1.50	0.00	6.00	7.50	$ 213	$ 320	$ -	$ 1,280	**$ 1,601**	$ -	0%	$ 1,601	-	$ -	$ -
3	**State Mandated Apartment Inspection**																
	3-10 units per building		0.50	0.00	0.75	1.25	$ 213	$ 107	$ -	$ 160	**$ 267**	no charge	%	$ 267	2,080	$ -	$ 554,853
	11-40 units per building		0.50	0.00	1.00	1.50	$ 213	$ 107	$ -	$ 213	**$ 320**	no charge	%	$ 320	324	$ -	$ 103,715
	Greater than 40 units per building		0.50	0.00	1.50	2.00	$ 213	$ 107	$ -	$ 320	**$ 427**	no charge	%	$ 427	10	$ -	$ 4,268

City of Carlsbad
Fire Department - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.7

			Activity Service Cost Analysis									Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Notes	Processing Time	Plan Review Time	Inspection Time	Total Time Per Activity	Fully Burdened Hourly Rate	Processing Cost Of Service Per Activity	Plan Review Cost of Service Per Activity	Inspection Cost of Service Per Activity	Full Cost of Service Per Activity	Current Fee	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
4	**Fire Code Permits - Initial Permit**	[5]															
	Tier 1		0.08	0.00	1.00	1.08	$ 213	$ 18	$ -	$ 213	**$ 231**	no charge	%	$ 231	-	$ -	$ -
	Tier 2		0.08	0.00	2.00	2.08	$ 213	$ 18	$ -	$ 427	**$ 445**	no charge	%	$ 445	-	$ -	$ -
	Tier 3		0.08	0.00	3.00	3.08	$ 213	$ 18	$ -	$ 640	**$ 658**	no charge	%	$ 658	-	$ -	$ -
5	**Fire Code Permits - Annual Renewal Permit**	[5]															
	Tier 1		0.08	0.00	0.50	0.58	$ 213	$ 18	$ -	$ 107	**$ 124**	no charge	%	$ 124	-	$ -	$ -
	Tier 2		0.08	0.00	1.00	1.08	$ 213	$ 18	$ -	$ 213	**$ 231**	no charge	%	$ 231	-	$ -	$ -
	Tier 3		0.08	0.00	1.50	1.58	$ 213	$ 18	$ -	$ 320	**$ 338**	no charge	%	$ 338	-	$ -	$ -
6	**Assembly**																
	< 300 people		0.08	0.00	1.00	1.08	$ 213	$ 18	$ -	$ 213	**$ 231**	no charge	%	$ 231	-	$ -	$ -
	> 300 people		0.08	0.00	2.00	2.08	$ 213	$ 18	$ -	$ 427	**$ 445**	no charge	%	$ 445	-	$ -	$ -
7	**All Other Occupancies Annual Inspections**																
	Tier 1 - 5,000 s.f. or less		0.08	0.00	0.75	0.83	$ 213	$ 18	$ -	$ 160	**$ 178**	$ -	0%	$ 178	-	$ -	$ -
	Tier 2 - 5,001 to 20,000 s.f.		0.08	0.00	1.25	1.33	$ 213	$ 18	$ -	$ 267	**$ 285**	$ -	0%	$ 285	-	$ -	$ -
	Tier 3 - 20,001 and greater		0.08	0.00	2.00	2.08	$ 213	$ 18	$ -	$ 427	**$ 445**	$ -	0%	$ 445	-	$ -	$ -
For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific application.			1.00	0.00	0.00	1.00	$ 213	$ 213	$ -	$ -	**$ 213**	new	%	n/a	-	$ -	$ -
																$ 406,291	**$ 1,371,661**

[Notes]

[1] All annual inspection fees shall include time for the initial inspection and 1 reinspection. All subsequent reinspections shall be charged an additional rate per inspection.

[2] For services requested of City staff which have no fee listed in this fee schedule, the City Manager or the City Manager's designee shall determine the appropriate fee based on the established hourly rates for this division. Additionally, the City will pass-through to the applicant any discrete costs incurred from the use of external service providers if required to process the specific request.

[3] Additional Reinspection fees shall apply for phased inspection projects at the discretion of the Fire Marshall

[4] Minimum deposit of $1500 required for review of Alternate Methods and Materials

City of Carlsbad
Fire Department - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

			Activity Service Cost Analysis									Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Description	Notes	Processing Time	Plan Review Time	Inspection Time	Total Time Per Activity	Fully Burdened Hourly Rate	Processing Cost Of Service Per Activity	Plan Review Cost of Service Per Activity	Inspection Cost of Service Per Activity	Full Cost of Service Per Activity	Current Fee	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
[5]	Tier 1 – Candles – Open Flame; Cryogens; Dry Cleaning; Liquefied Petroleum Gas (LPG); Motor Vehicle Fuel Dispensing; Industrial Ovens; Hot Works; Welding Tier 2 – Aerosol; Aviation Facility; Waste Handling; Carnival/Fair; Combustible Materials Storage; Compressed Gas; Dust Producing Operations; Flammable Liquids – Storage; Combustible Liquids – Storage; Flammable/Combustible Liquids – Tanks; Flammable/Combustible Liquids – AST/UST Removal; Fruit Ripening; Hazardous Materials; Magnesium Work; Repair Garage; Tire Storage; Explosives-Model Rockets Tier 3 – Aircraft Refueling; Explosives – Blasting & Fireworks; High Piled Combustible Storage (HPS); Lumber Yards & Woodworking Plants; Refrigeration Equipment; Spraying or Dipping Operations; Package Permits – All permits associated in the following activities are included in the Tier																
[6]	Additional fees for Standby of fire personnel and equipment during event will apply.																

APPENDIX A.8

Cost of Service Analysis – Utilities Department

City of Carlsbad
Utilities Department - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.8

				Activity Service Cost Analysis			Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
Water Account Fees												
1	Discontinuation of Service - Non-Payment (Shut-off)	each		1.25	$ 217	$ 225	$ 40	18%	$ 185	-	$ -	$ -
2	Service Reconnection (Non-Payment) - Same Day / Non-Business hours (After Hours Turn-On)	each		3.83	$ 217	$ 808	$ 178	22%	$ 630	-	$ -	$ -
3	Continuity of Service - Landlord	each		0.08	$ 217	$ 10	$ 12	115%	$ (2)	520	$ 6,240	$ 5,431
4	Door Hanger - Electronic	each		0.02	$ 217	$ 3	$ 1	40%	$ 2	-	$ -	$ -
5	Door Hanger - Paper	each		0.81	$ 217	$ 155	$ 16	10%	$ 139	-	$ -	$ -
6	New Account Set Up (Admin)	each		0.34	$ 217	$ 50	$ 40	80%	$ 10	-	$ -	$ -
7	Service Reconnection for Non-Payment (Next Day) Business Hours (Next Scheduled Day Turn-On)	each		0.88	$ 217	$ 168	$ 65	39%	$ 103	-	$ -	$ -
8	New Account Service Connection - (Same Day) Business Hours (Same Day Turn-On)	each		0.88	$ 217	$ 168	$ 150	89%	$ 18	-	$ -	$ -
Water Services Fees												
1	Potable, Recycled and Sewer Standards and Specifications (Available on Internet)	each	[1]				No Charge					
2	Potable, Recycled and Sewer Standards and Specifications (Cost for each)	each	[1]				Actual Cost					
3	Utility Standards and Specifications (actual cost of reproduction)	each	[1]				Actual Cost					
4	Potable Water Meter - Construction Meter Deposit	deposit	[1]				$ 900					
5	Potable Water Meter - Construction Meter Installation	each		2.00	$ 217	$ 434	$ 192	44%	$ 242	5	$ 960	$ 2,169
6	Potable Water Meter - Construction Meter Relocation	each		1.00	$ 217	$ 217	$ 85	39%	$ 132	15	$ 1,275	$ 3,254
7	Blueprinting of Standard Size (24" x 36") Improvement Plan Sheet (cost for each)	each		0.30	$ 217	$ 65	$ 85	131%	$ (20)	-	$ -	$ -
8	Potable Backflow Preventer Annual Testing - 1st Notice	per month	[1]				$ 3					
9	Potable Backflow Preventer Annual Testing - 2nd Notice	per month	[1]				$ 11					
10	Potable Backflow Preventer Annual Testing - 3rd Notice	per month	[1]				$ 33					

City of Carlsbad
Utilities Department - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.8

				Activity Service Cost Analysis			Cost Recovery Analysis			Annual Estimated Revenue Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee	Estimated Volume of Activity	Annual Estimated Revenues at Current Fee	Annual Estimated Revenues at Full Cost Recovery Fee
Recycled Water Fees												
1	Recycled Backflow Preventer Annual Testing - 2nd Notice	per month		0.10	$ 201	$ 20	$ 11	55%	$ 9	-	$ -	$ -
2	Recycled Backflow Preventer Annual Testing - 3rd Notice	per month		0.25	$ 201	$ 50	$ 33	66%	$ 17	-	$ -	$ -
3	Cross-Connection Inspection - County Department of Environmental Health (CDEH) (CDEH Invoice)	each		1.00	$ 201	$ 201	Actual Cost	%	n/a	-	$ -	$ -
4	Recycled Backflow Preventer Annual Testing - 1st Notice	per month		n/a	$ 201	n/a	Actual Cost	%	n/a	-	$ -	$ -
5	Cross-Connection Reinspection	each		1.00	$ 201	$ 201	Actual Cost	%	n/a	-	$ -	$ -
6	Recycled Water Meter - Construction Meter Deposit	deposit	[1]				$ 900					
7	Recycled Water Meter - Construction Meter Installation	each		2.00	$ 201	$ 403	$ 192	48%	$ 211	12	$ 2,304	$ 4,832
8	Recycled Water Meter - Construction Meter Relocation	each		1.00	$ 201	$ 201	$ 85	42%	$ 116	14	$ 1,190	$ 2,818
NEW	E28 Recycled Water Shutdown - Deposit	deposit		4.00	$ 201	$ 805	new	%	n/a	-	$ -	$ -
NEW	E28 Recycled Water Shutdown - Actual Cost	each		4.00	$ 217	$ 805	new	%	n/a	-	$ -	$ -
~~**Wastewater Fees**~~												
~~NEW~~	~~Annual FOG Inspection Fee - Restaurants~~		~~[1]~~				~~new~~					
~~NEW~~	~~FOG Violation Fee~~		~~[1]~~				~~new~~					
~~NEW~~	~~Wastewater System Request - Hydraulic Modeling Fee - Deposit~~			~~n/a~~	~~$ 191~~	~~n/a~~	~~new~~	~~%~~		~~———~~	~~$ ———~~	~~$ ———~~
~~NEW~~	~~Wastewater System Request - Hydraulic Modeling Fee - Actual Cost~~			~~n/a~~	~~$ 191~~	~~n/a~~	~~new~~	~~%~~		~~———~~	~~$ ———~~	~~$ ———~~
Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.		per hour		1.00	$ 201	$ 201	new	%	n/a			
TOTAL											5,729	13,073

[Notes]

[1] Set per City policy / NBS did not evaluate.

[2] City Attorney fee charged based on actual cost.

APPENDIX A.9

Cost of Service Analysis – General City Fees

City of Carlsbad
General City Fees - User Fee Study Fiscal Year 2021
Cost of Service Estimate for Fee Related Services and Activities

APPENDIX A.9

				Activity Service Cost Analysis			Cost Recovery Analysis		
Fee No.	Fee Name	Fee Type (Flat / Deposit / Hourly)	Notes	Estimated Average Labor Time Per Activity (hours)	FBHR	Full Cost of Service Per Activity	Current Fee / Deposit	Existing Cost Recovery %	Dollar Variance Between Full COS and Current Fee
Miscellaneous City Fees									
1	Administrative Fee for 1915 Act Bond Call - 1% of principal being repaid (For all Assessment Districts using 1915 Act Bonds)						$50 min/$500 max		
2	Business License - additional fee, per license, per State of California SB1186*		[2]				$ 4		
3	Business License - master list of active business licenses	per request		0.33	$ 125	**$ 41**	$ 37	90%	$ 4
4	Business License - monthly list of new licenses	per request		0.08	$ 125	**$ 10**	$ 6	57%	$ 4
5	Cable Channel Administration Fee	per hour		1.00	$ 125	**$ 125**	$110/Hour	%	$ 15
6	Electric Vehicle Charging Fee		[1]				$0.35 / kWh		
7	GIS - digital data delivery, production of new documents, reproduction of existing documents, and technical services (per hour + overhead)						Actual Cost		
8	Hearing Disposition Services for Parking Citations - Personal Hearings						Actual Cost		
9	Hearing Disposition Services for Parking Citations - Written Review						Actual Cost		
10	City Publications						Determined by City Manager		
11	Returned Check Fee	per check	[3]						
	First Returned Check						$ 38		
	Each Additional Check						$ 38		
12	Community Facilities District Annexation - City Labor	per request		16.00	$ 125	**$ 2,005**	$ 1,851	92%	$ 154
	Plus Consultant Cost						$ 2,106		
Fees for services not listed will be determined on a case-by-case basis. It will be based on the fully burdened hourly rate and the time of service provided.		hourly		1.00	$ 125	**$ 125**	new	%	n/a
TOTAL									

[Notes]

[1] Set per City policy / NBS did not evaluate.

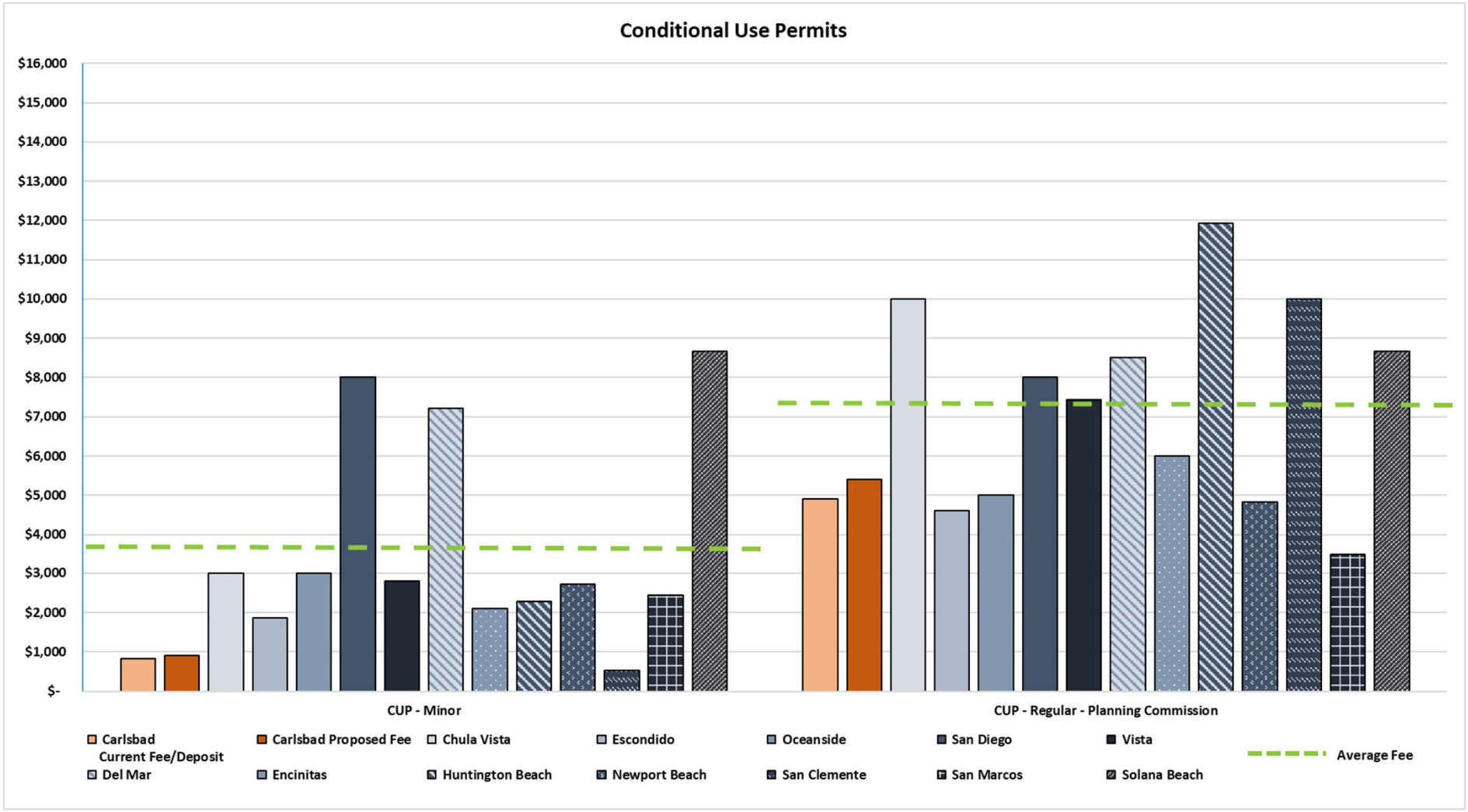
[2] The business license tax per license is a separate charge and is per Municipal Code 5.08.

[3] Fee amount set by State. First returned check: $25, each additional: $35.

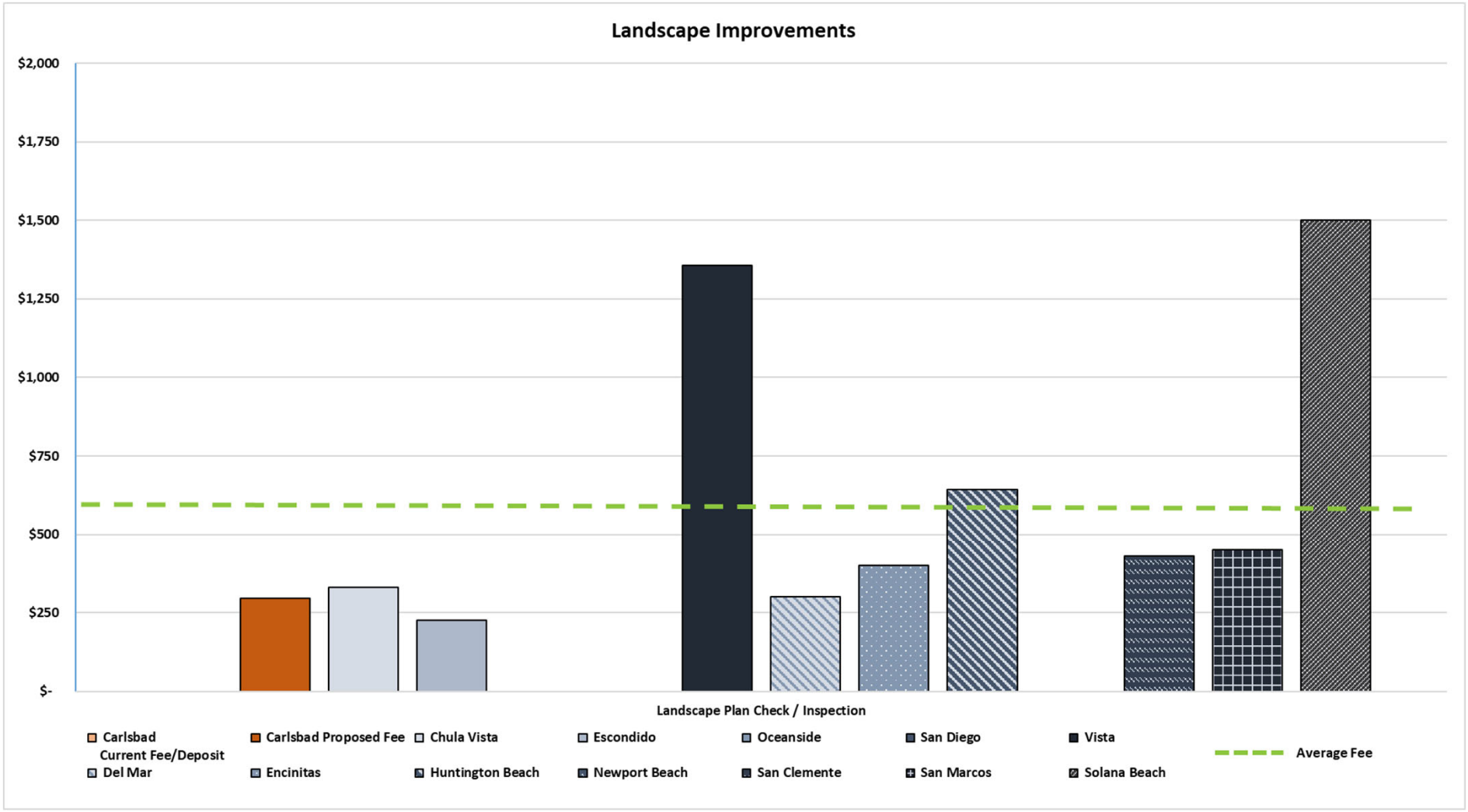
Fees Surveyed - Planning

Fee Name	Carlsbad Current Fee/Deposit	Carlsbad Proposed Fee	Chula Vista	Escondido	Oceanside	San Diego	Vista	Del Mar	Encinitas	Huntington Beach	Newport Beach	San Clemente	San Marcos	Solana Beach	Average of Agencies Surveyed
CUP - Minor	$ 823	$ 905	$ 3,000	$ 1,870	$ 3,000	$ 8,000	$ 2,800	$ 7,223	$ 2,110	$ 2,281	$ 2,719	$ 536	$ 2,433	$ 8,660	$ 3,719
CUP - Regular - Planning Commission	4,913	5,405	10,000	4,610	5,000	8,000	7,430	8,513	6,000	11,937	4,830	10,000	3,476	8,660	7,371
Landscape Plan Check / Inspection	n/a	295	330	225	n/a	n/a	1,357	300	400	644	n/a	430	450	1,500	626
Planned Development	9,161	10,077	20,000	5,540	10,000	10,000	7,195	10,000	n/a	33,000	10,000	10,000	2,500	10,215	11,677
Specific Plan	38,247	31,180	20,000	Actual Cost	10,000	12,000	9,986	25,000	30,000	33,000	10,000	10,000	2,860	10,000	15,713
Specific Plan - Minor Amendment	1,591	1,750	20,000	Actual Cost	10,000	12,000	4,992	5,000	n/a	3,277	7,500	10,000	n/a	10,000	9,197
Sign Permit - Administrative	67	73	200	78	1,250	n/a	597	340	420	1,563	n/a	206	541	330	553
Tentative Parcel Map (0-4 units/lots)	4,169	4,586	10,000	2,430	3,000	10,000	4,368	8,255	4,555	7,478	1,887	3,612	4,895	10,725	5,934
Tentative Tract Map (5-49 units/lots)	9,028	9,930	Actual Cost	4,144	8,000	10,000	15,972	9,800	13,000	12,088	4,716	10,000	5,576	14,000	9,754
Variance - Minor	823	905	2,200	1,520	4,000	8,960	3,119	5,370	1,580	4,561	4,009	10,000	200	6,555	4,340

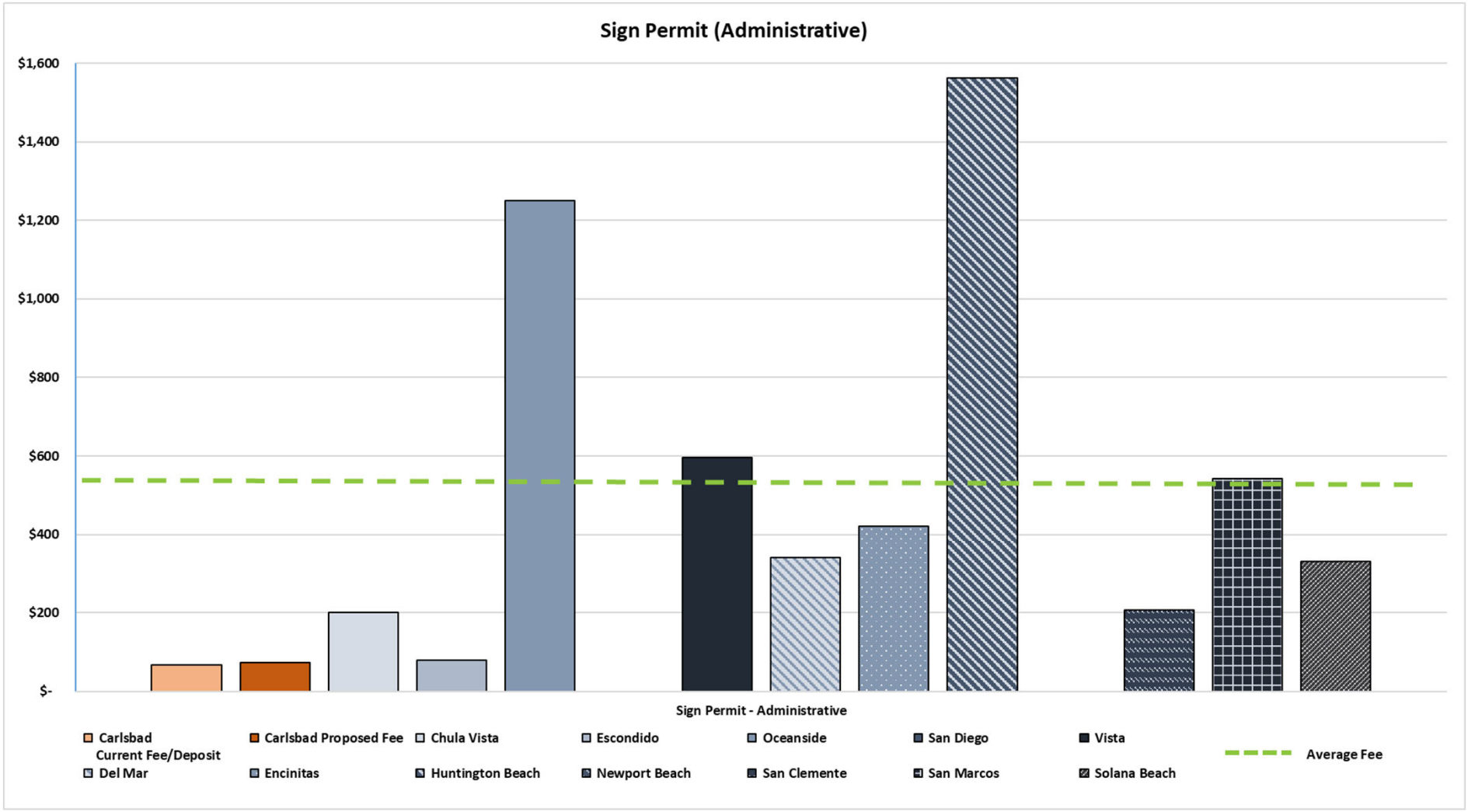
Fees Surveyed - Planning



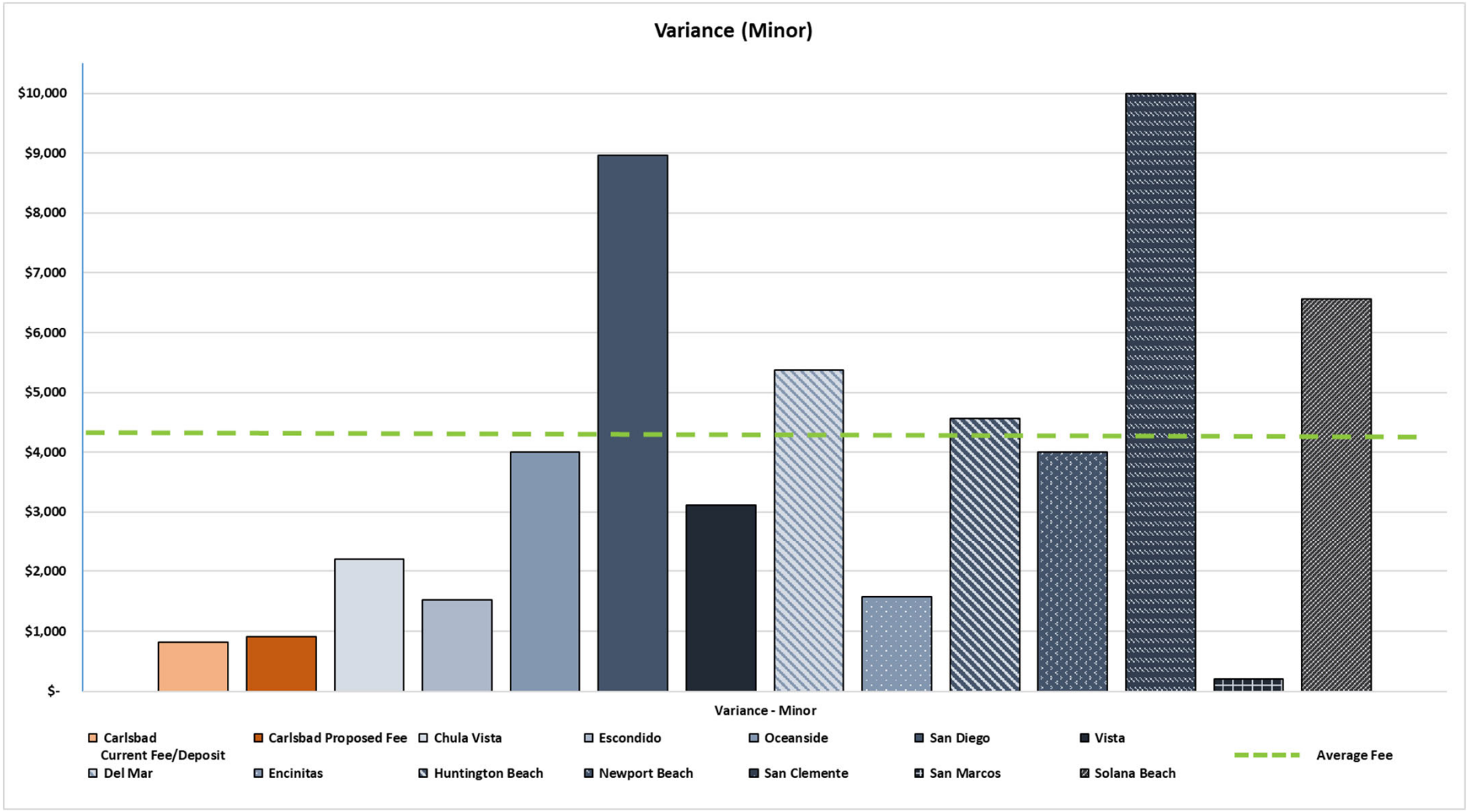
Fees Surveyed - Planning



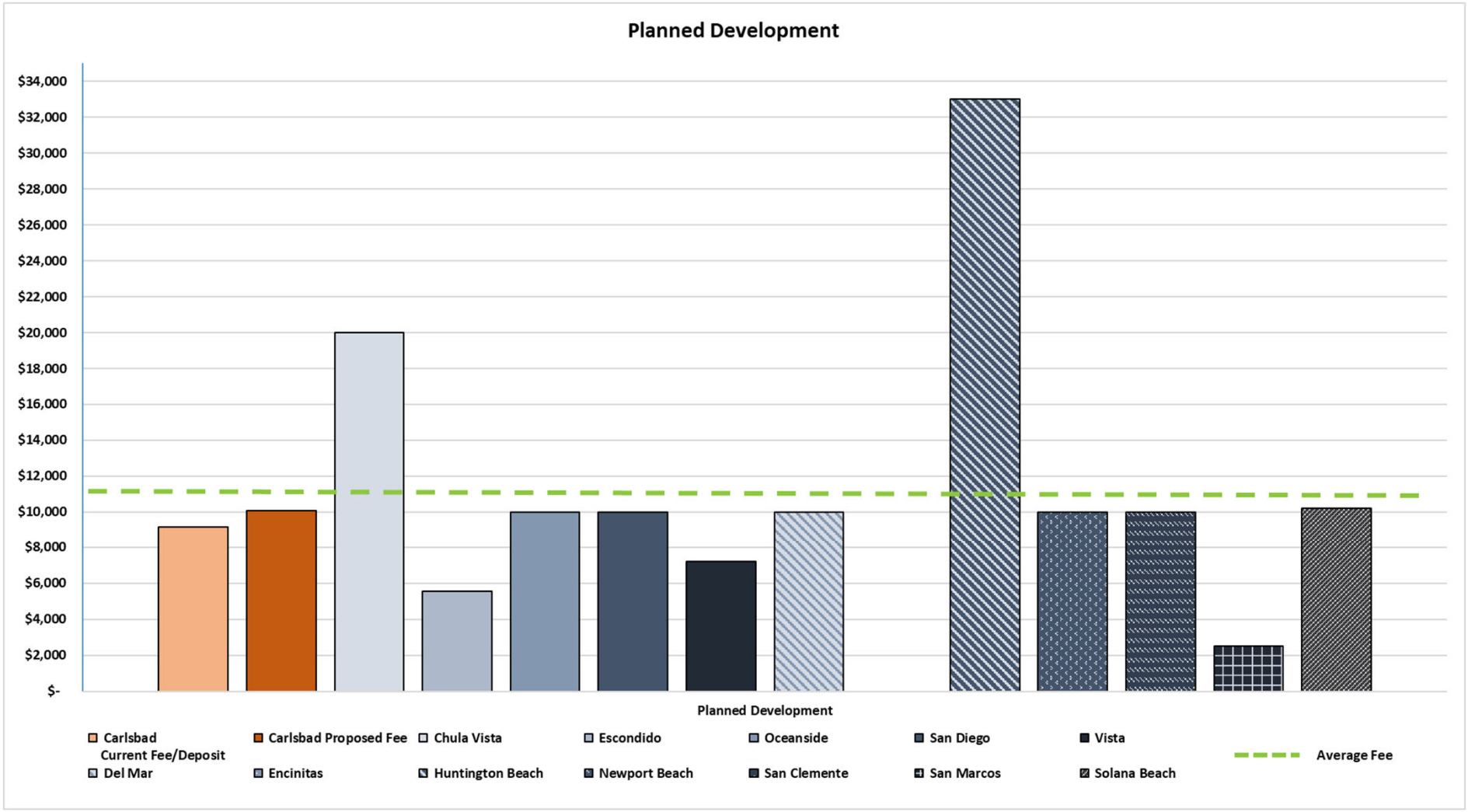
Fees Surveyed - Planning



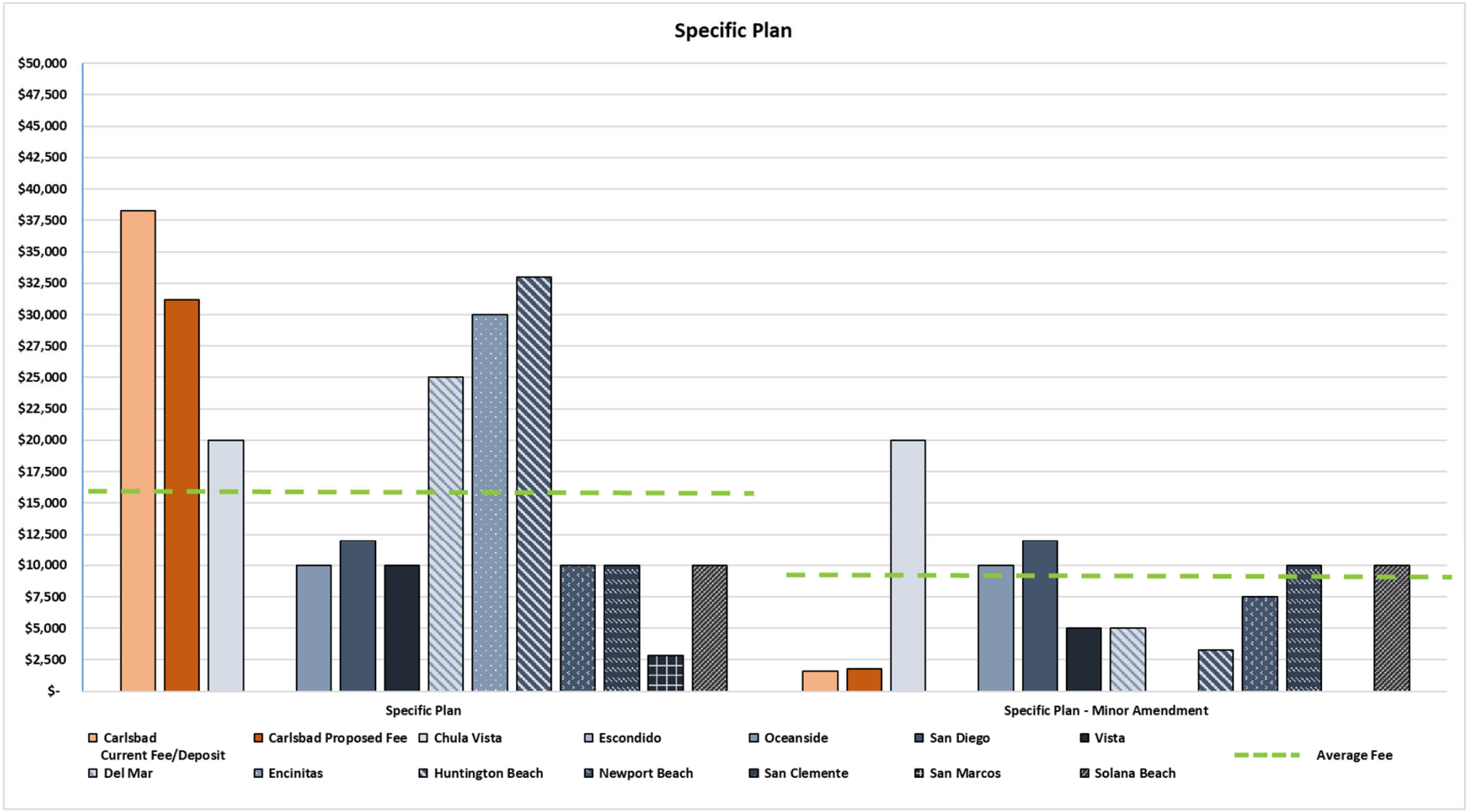
Fees Surveyed - Planning



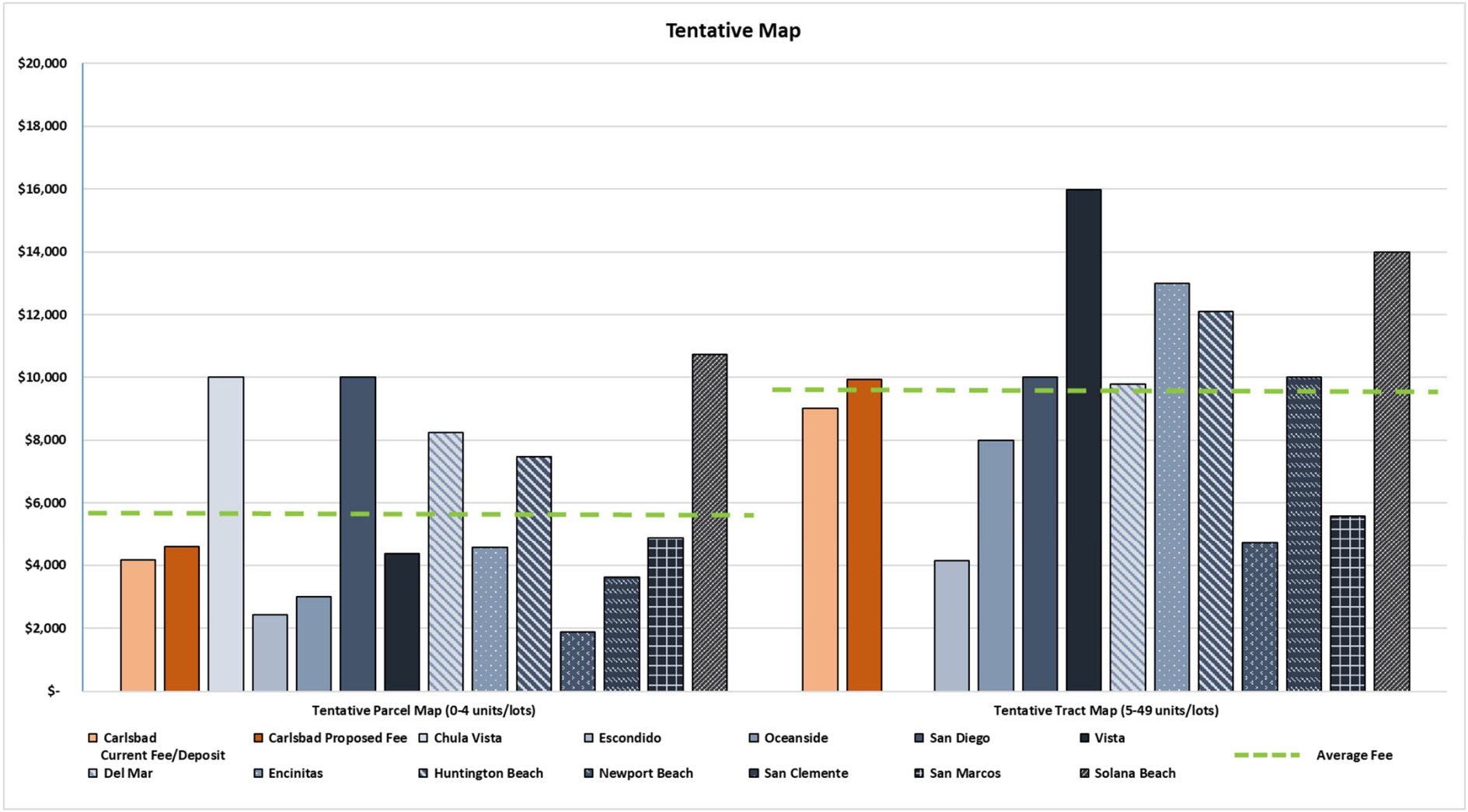
Fees Surveyed - Planning



Fees Surveyed - Planning



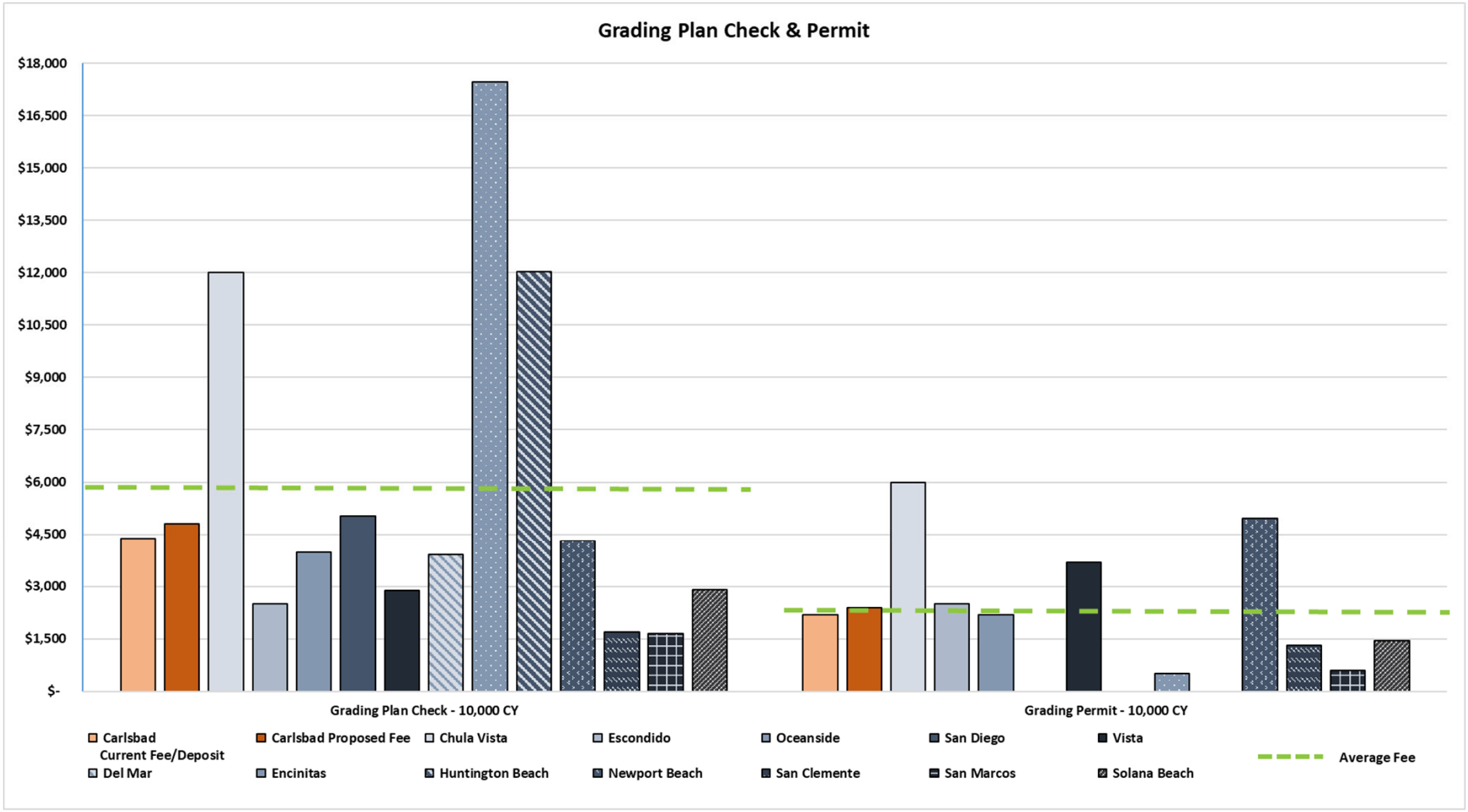
Fees Surveyed - Planning



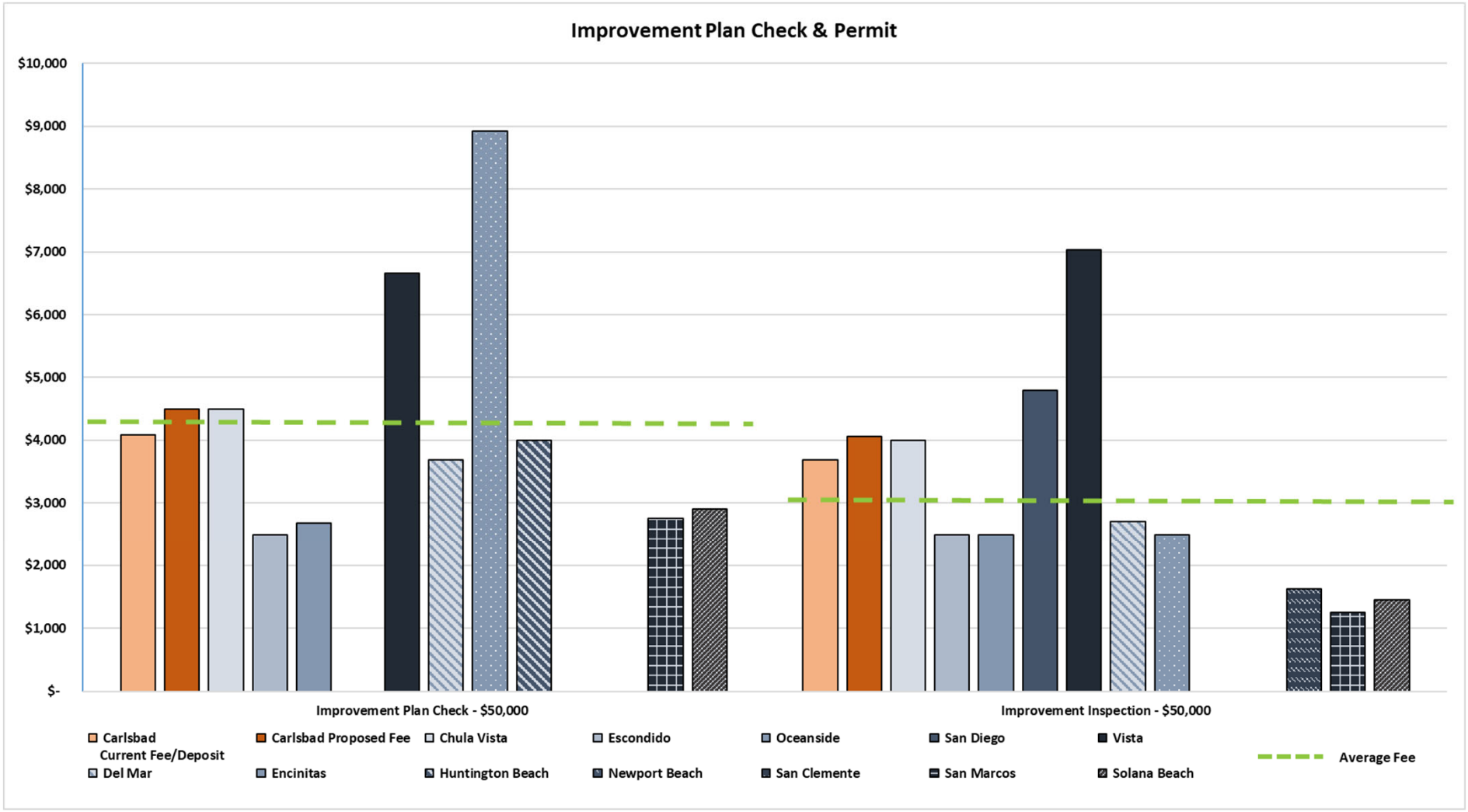
Fees Surveyed - Engineering

Fee Name	Carlsbad Current Fee/Deposit	Carlsbad Proposed Fee	Chula Vista	Escondido	Oceanside	San Diego	Vista	Del Mar	Encinitas	Huntington Beach	Newport Beach	San Clemente	San Marcos	Solana Beach	Average of Agencies Surveyed
Grading Plan Check - 10,000 CY	$ 4,371	$ 4,808	$ 12,000	$ 2,500	$ 3,981	$ 5,020	$ 2,888	$ 3,900	$ 17,470	$ 12,025	$ 4,311	$ 1,692	$ 1,650	$ 2,900	$ 5,861
Grading Permit - 10,000 CY	2,179	2,397	6,000	2,500	2,183	n/a	3,692	n/a	500	n/a	4,956	1,319	595	1,450	2,577
Improvement Plan Check - $50,000	4,090	4,499	4,500	2,500	2,676	n/a	6,657	3,683	8,920	4,000	n/a	Actual Cost	2,750	2,900	4,287
Improvement Inspection - $50,000	3,693	4,062	4,000	2,500	2,500	4,800	7,032	2,700	2,500	n/a	n/a	1,625	1,250	1,450	3,036
Final Tract Map (5-49 units/lots)	8,193	9,012	7,500	3,450	8,000	11,200	5,128	7,200	12,672	5,200	8,680	Actual Cost	1,000	4,855	6,808
Final Parcel Map (0-4 units/lots)	3,678	4,045	2,500	1,200	5,000	3,636	3,022	3,500	9,600	3,775	2,742	Actual Cost	910	3,935	3,620
Minor Encroachment (SFR/driveway)	381	419	1,175	375	572	587	1,438	695	330	238	266	304	200	530	559
Major Encroachment (utility)	811	892	590	Actual Cost	811	n/a	1,438	1,000	890	275	303	518	471	755	705
SWPPP - Plan Check & Inspection - Tier 2	1,316	1,365	n/a	1,500	4,436	4,344	2,891	230	830	n/a	n/a	n/a	n/a	n/a	2,372

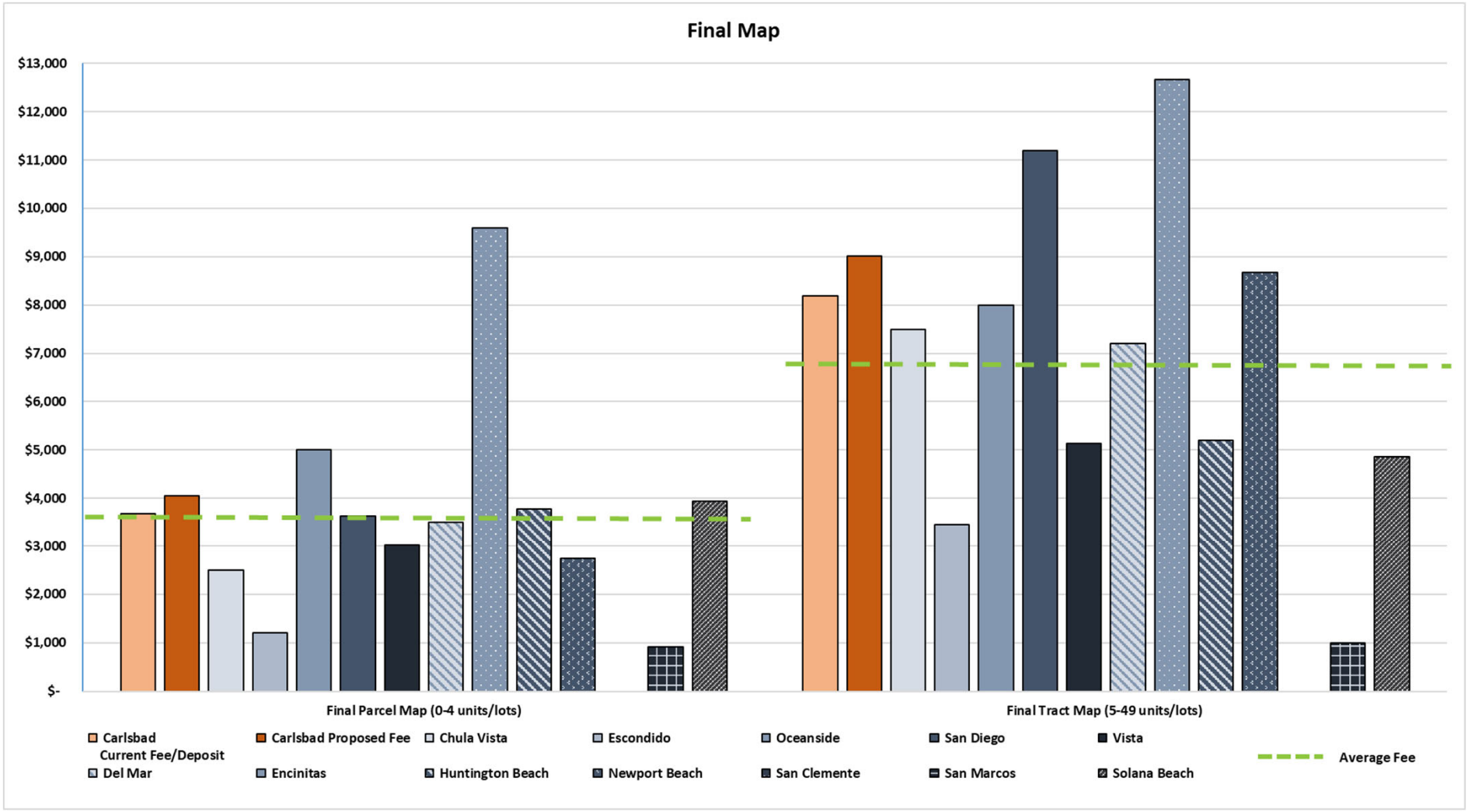
Fees Surveyed - Engineering



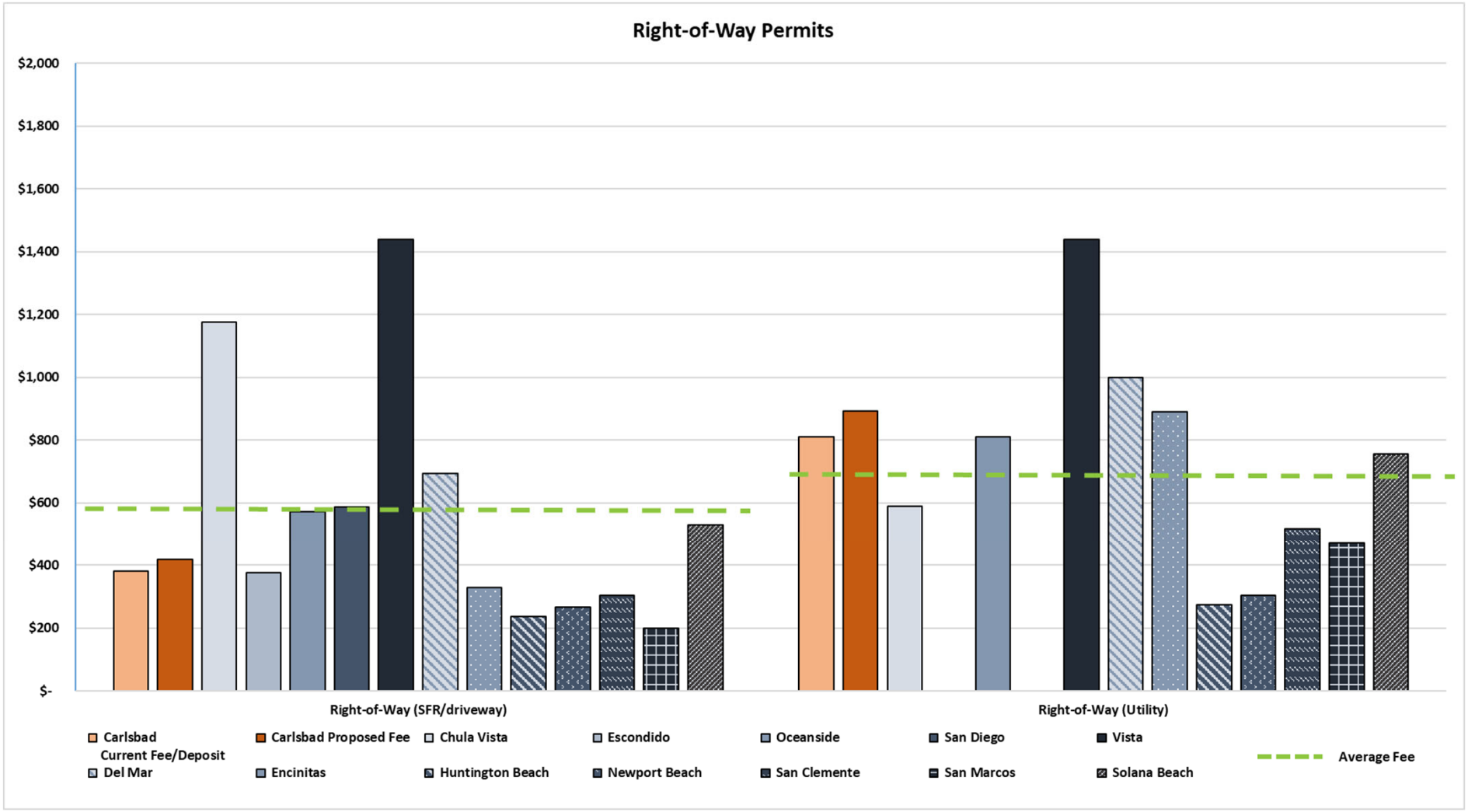
Fees Surveyed - Engineering



Fees Surveyed - Engineering



Fees Surveyed - Engineering



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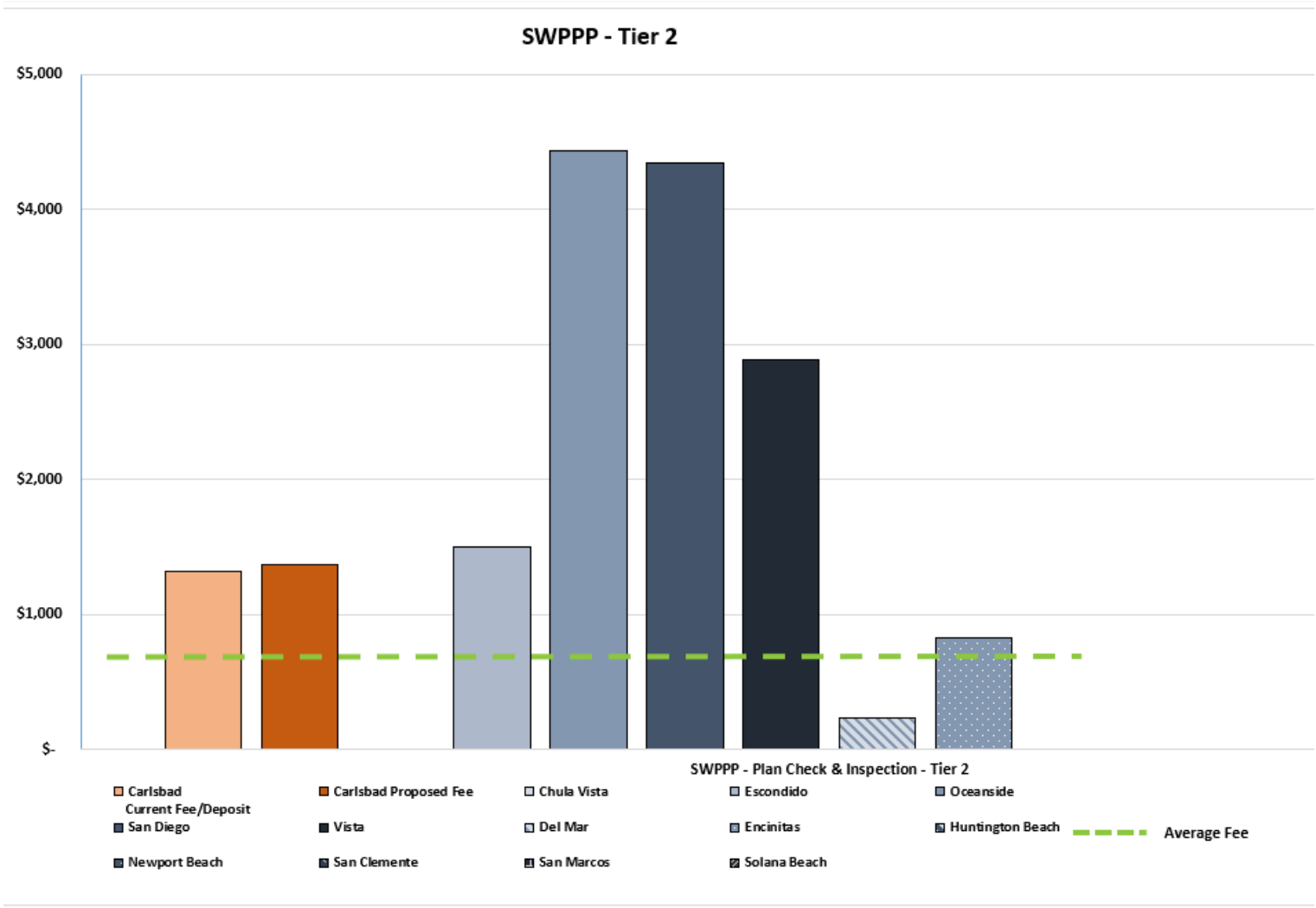
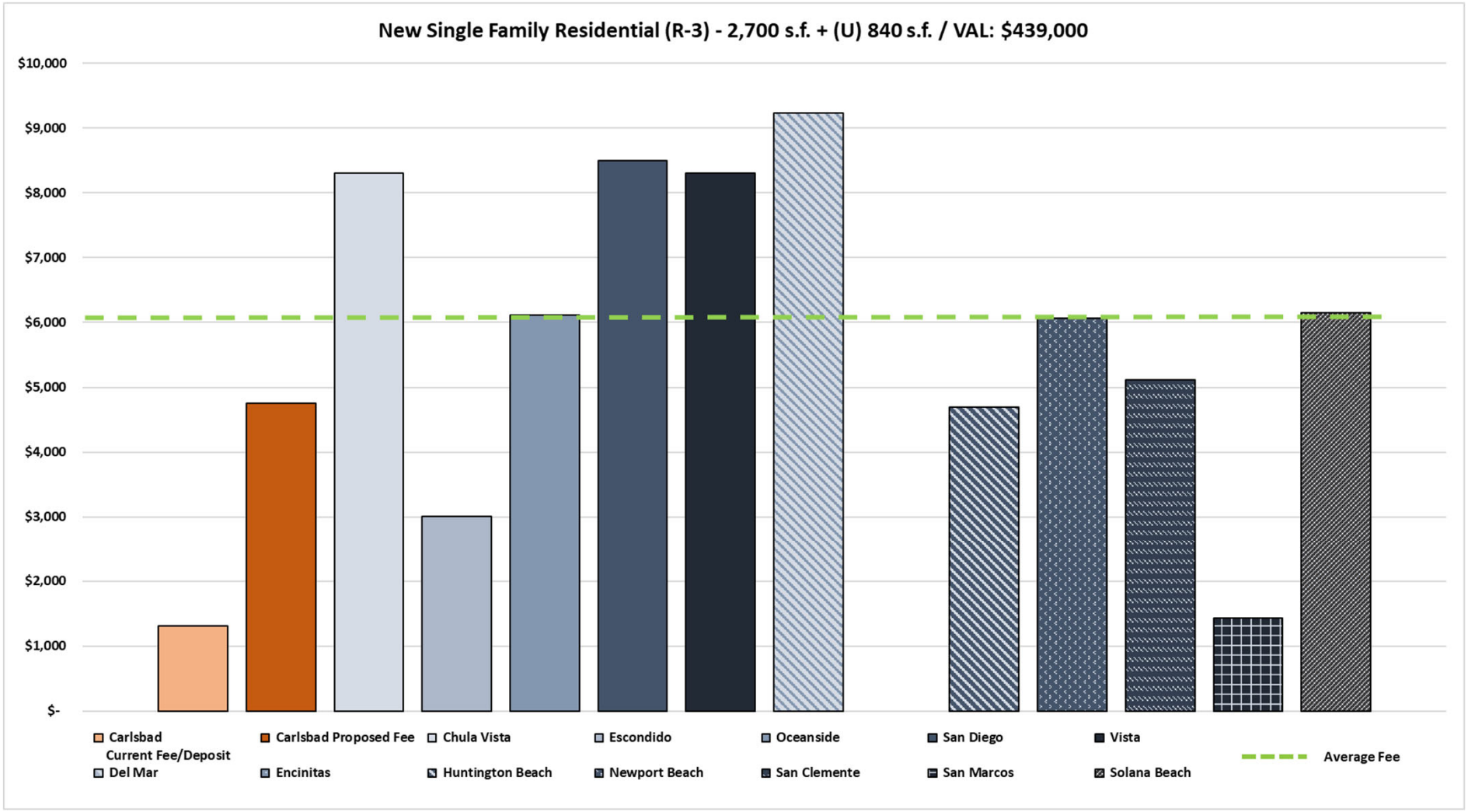


Fees Surveyed - Building

Fee Name	Carlsbad Current Fee/Deposit	Carlsbad Proposed Fee	Chula Vista	Escondido	Oceanside	San Diego	Vista	Del Mar	Encinitas	Huntington Beach	Newport Beach	San Clemente	San Marcos	Solana Beach	Average of Agencies Surveyed
New Single Family Residential (R-3) - 2,700 s.f. + (U) 840 s.f. / $439,000															
Building	**$ 1,316**	**$ 4,753**	**$ 8,302**	**$ 3,012**	**$ 6,120**	**$ 8,498**	**$ 8,312**	**$ 9,227**	**n/a**	**$ 4,690**	**$ 6,061**	**$ 5,119**	**$ 1,425**	**$ 6,153**	**$ 6,084**
Plan Check*	$ 542	$ 1,957	$ 3,731	$ 1,187	$ 2,135	$ 4,522	$ 3,052	$ 4,262	n/a	$ 1,777	$ 2,820	$ 2,017	$ 681	$ 2,827	
Permit/Inspection	$ 774	$ 2,796	$ 4,572	$ 1,826	$ 3,985	$ 3,976	$ 5,260	$ 4,966	n/a	$ 2,913	$ 3,241	$ 3,102	$ 744	$ 3,326	
Renovation Single Family Residential - 250 s.f. / $11,628															
Building	**$ 945**	**$ 1,975**	**$ 1,723**	**$ 217**	**$ 809**	**$ 1,716**	**$ 336**	**$ 516**	**n/a**	**$ 393**	**$ 1,604**	**$ 362**	**$ 200**	**$ 434**	**$ 755**
Plan Check* & Inspection	$ 945	$ 1,975	$ 1,723	$ 217	$ 809	$ 1,716	$ 336	$ 516	n/a	$ 393	$ 1,604	$ 362	$ 200	$ 434	
New Apartment (R-2) - 12-unit 950 s.f. per unit / $1,450,346															
Building	**$ 7,531**	**$ 23,337**	**$ 41,969**	**$ 7,326**	**$ 14,525**	**$ 17,718**	**$ 22,386**	**$ 24,455**	**n/a**	**$ 12,449**	**$ 11,122**	**$ 12,457**	**$ 3,240**	**$ 16,479**	**$ 16,739**
Plan Check*	$ 3,101	$ 9,609	$ 14,888	$ 2,886	$ 6,218	$ 13,351	$ 8,116	$ 11,263	n/a	$ 4,717	$ 5,175	$ 4,907	$ 1,080	$ 7,572	
Permit/Inspection	$ 4,430	$ 13,728	$ 27,082	$ 4,440	$ 8,307	$ 4,367	$ 14,270	$ 13,192	n/a	$ 7,732	$ 5,948	$ 7,550	$ 2,160	$ 8,908	
New Multi-Tenant Industrial (F-1) - 50,000 s.f. / $4,653,875															
Building	**$ 22,780**	**$ 10,126**	**$ 20,325**	**$ 17,898**	**$ 20,487**	**$ 24,207**	**$ 45,474**	**$ 61,890**	**n/a**	**$ 32,461**	**$ 32,631**	**$ 30,429**	**$ 18,810**	**$ 48,838**	**$ 32,132**
Plan Check*	$ 9,380	$ 4,169	$ 7,643	$ 7,051	$ 7,699	$ 18,963	$ 8,427	$ 28,068	n/a	$ 12,299	$ 15,181	$ 11,987	$ 1,310	$ 22,439	
Permit/Inspection	$ 13,400	$ 5,956	$ 12,682	$ 10,847	$ 12,788	$ 5,245	$ 37,047	$ 33,822	n/a	$ 20,162	$ 17,450	$ 18,442	$ 17,500	$ 26,399	
New Research and Development (B) - 40,000 s.f. + 10,000 s.f. Office / $4,653,875															
Building	**$ 22,780**	**$ 24,380**	**$ 36,228**	**$ 17,898**	**$ 26,360**	**$ 35,264**	**$ 45,474**	**$ 61,890**	**n/a**	**$ 32,461**	**$ 32,631**	**$ 30,429**	**$ 17,310**	**$ 48,838**	**$ 34,980**
Plan Check*	$ 9,380	$ 10,039	$ 14,805	$ 7,051	$ 10,837	$ 25,624	$ 8,427	$ 28,068	n/a	$ 12,299	$ 15,181	$ 11,987	$ 1,310	$ 22,439	
Permit/Inspection	$ 13,400	$ 14,341	$ 21,423	$ 10,847	$ 15,523	$ 9,641	$ 37,047	$ 33,822	n/a	$ 20,162	$ 17,450	$ 18,442	$ 16,000	$ 26,399	
New Mixed-Use - 4 stories, 1,000 s.f. retail (B) / $84,440, 5,000 s.f. parking and (12) 2,800 s.f. condo (R-3) / $1,768,449															
Building	**$ 25,512**	**$ 34,845**	**$ 47,162**	**$ 8,655**	**$ 26,768**	**$ 66,325**	**$ 23,570**	**$ 32,812**	**n/a**	**$ 14,964**	**$ 16,917**	**$ 14,715**	**$ 4,755**	**$ 20,545**	**$ 25,199**
Plan Check*	$ 10,505	$ 14,348	$ 17,312	$ 3,409	$ 10,879	$ 24,843	$ 6,438	$ 15,097	n/a	$ 5,669	$ 7,871	$ 5,797	$ 2,450	$ 9,440	
Permit/Inspection	$ 15,007	$ 20,497	$ 29,850	$ 5,245	$ 15,889	$ 41,482	$ 17,132	$ 17,715	n/a	$ 9,294	$ 9,047	$ 8,918	$ 2,305	$ 11,106	

*Plan Check – Proposed Fees are calculated as 70% of building permit fee for current vs. proposed fee comparison purposes.

Fees Surveyed - Building



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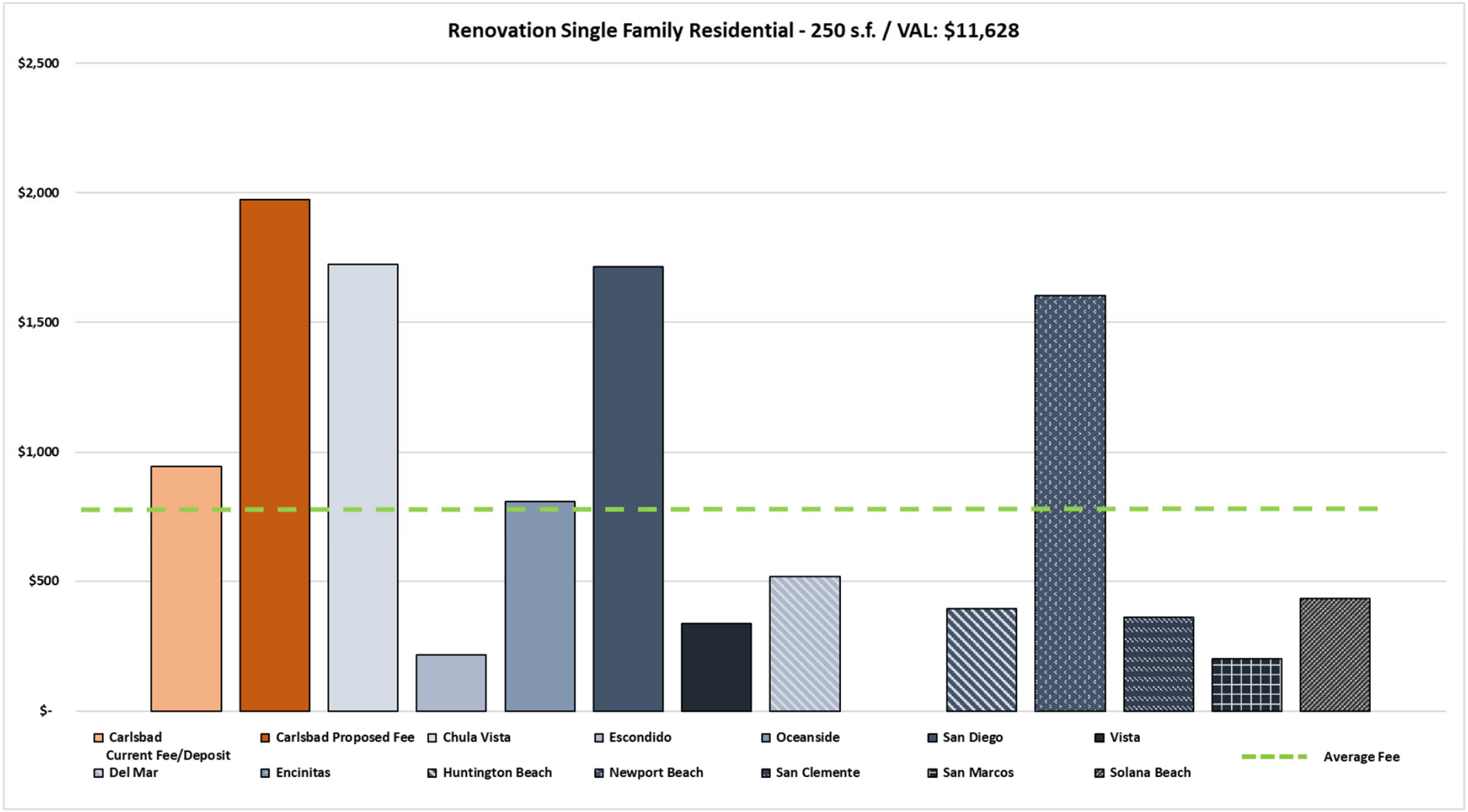

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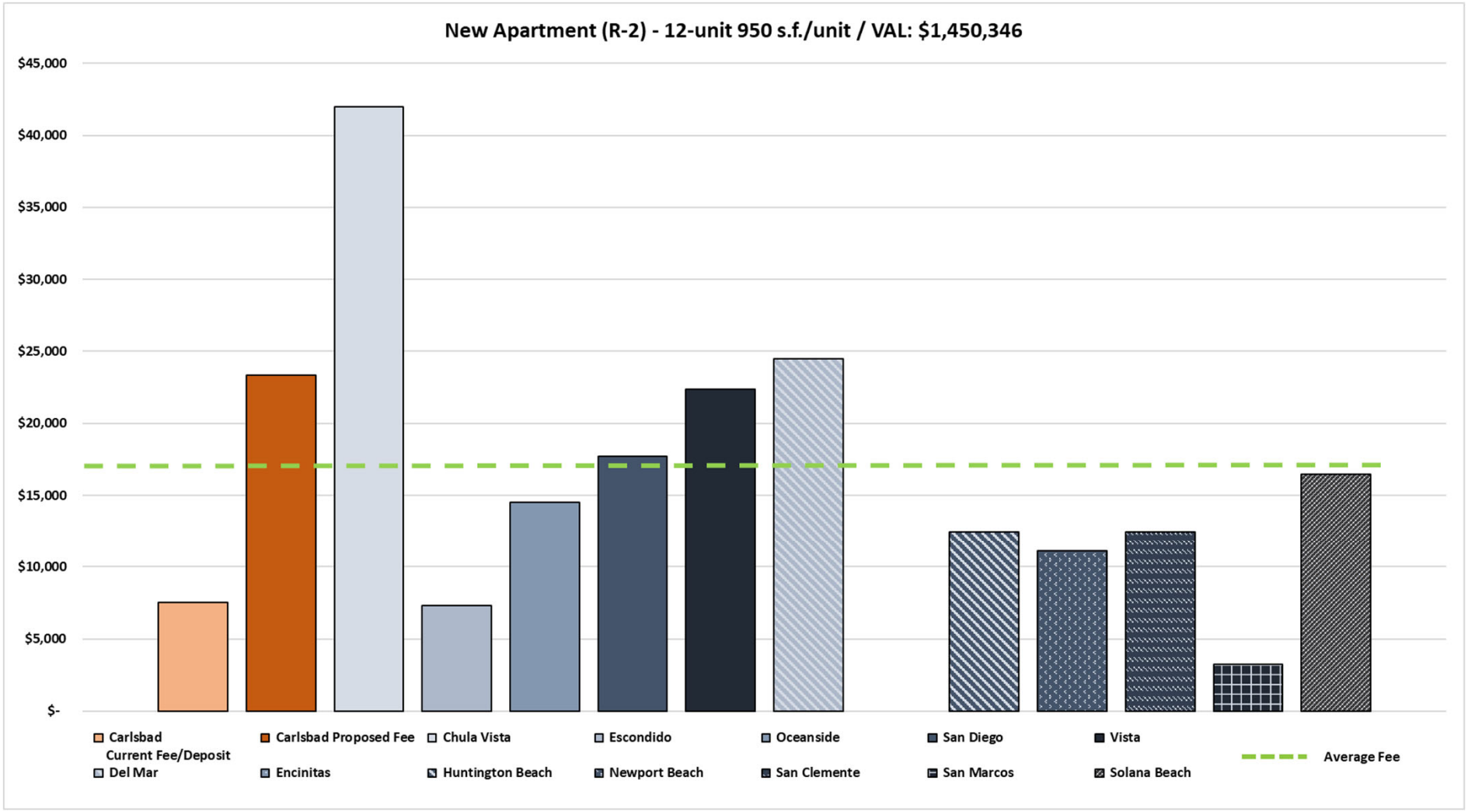

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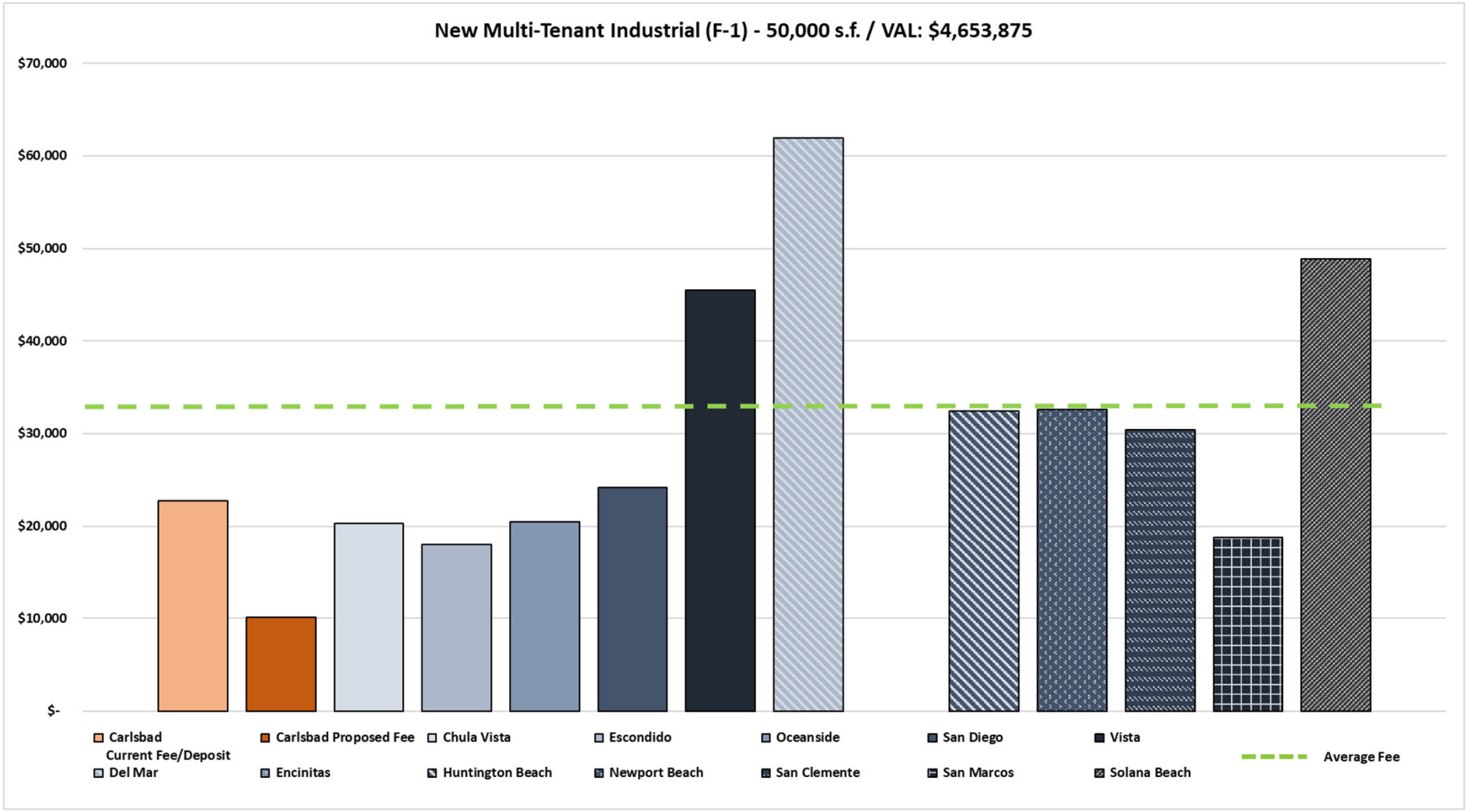

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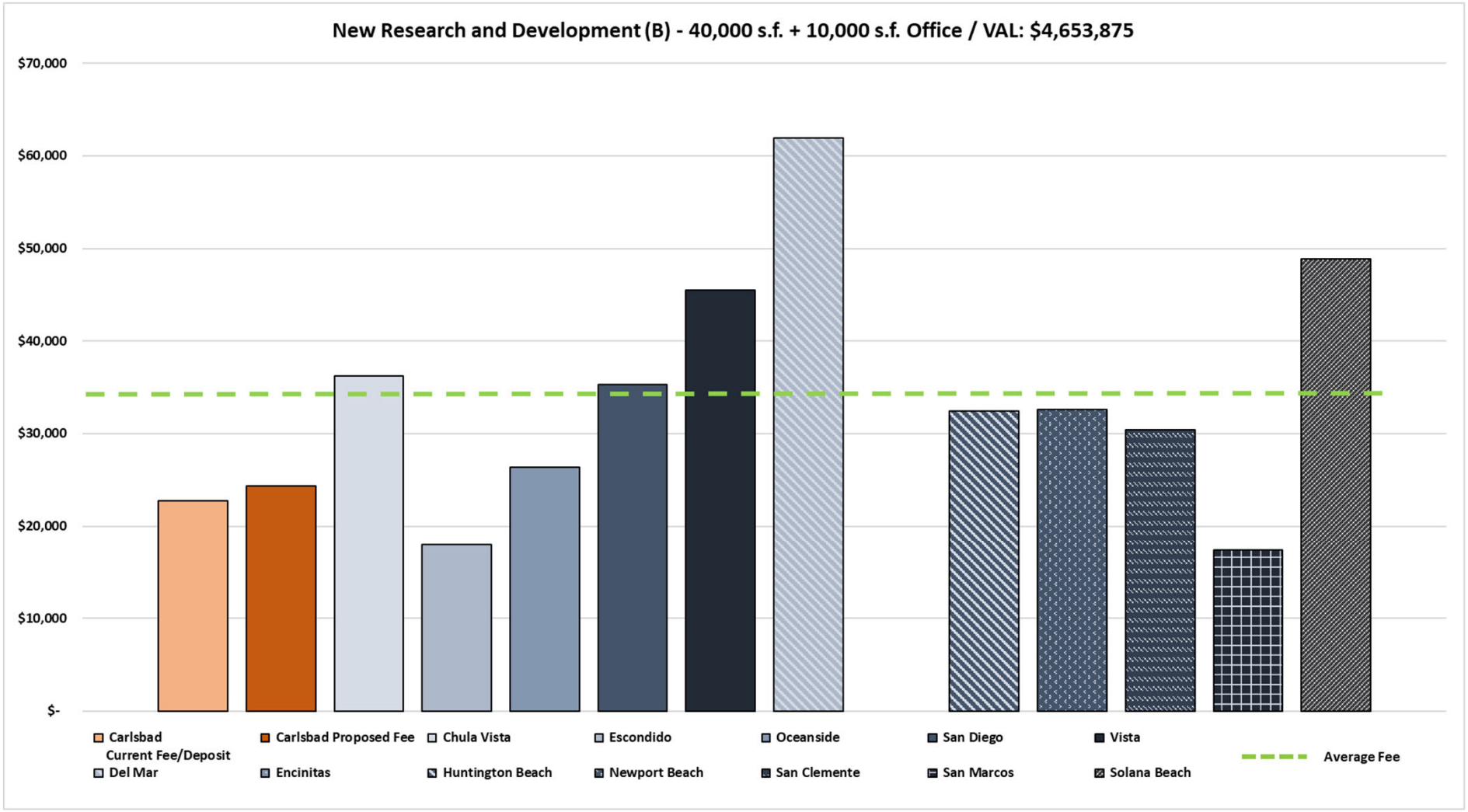

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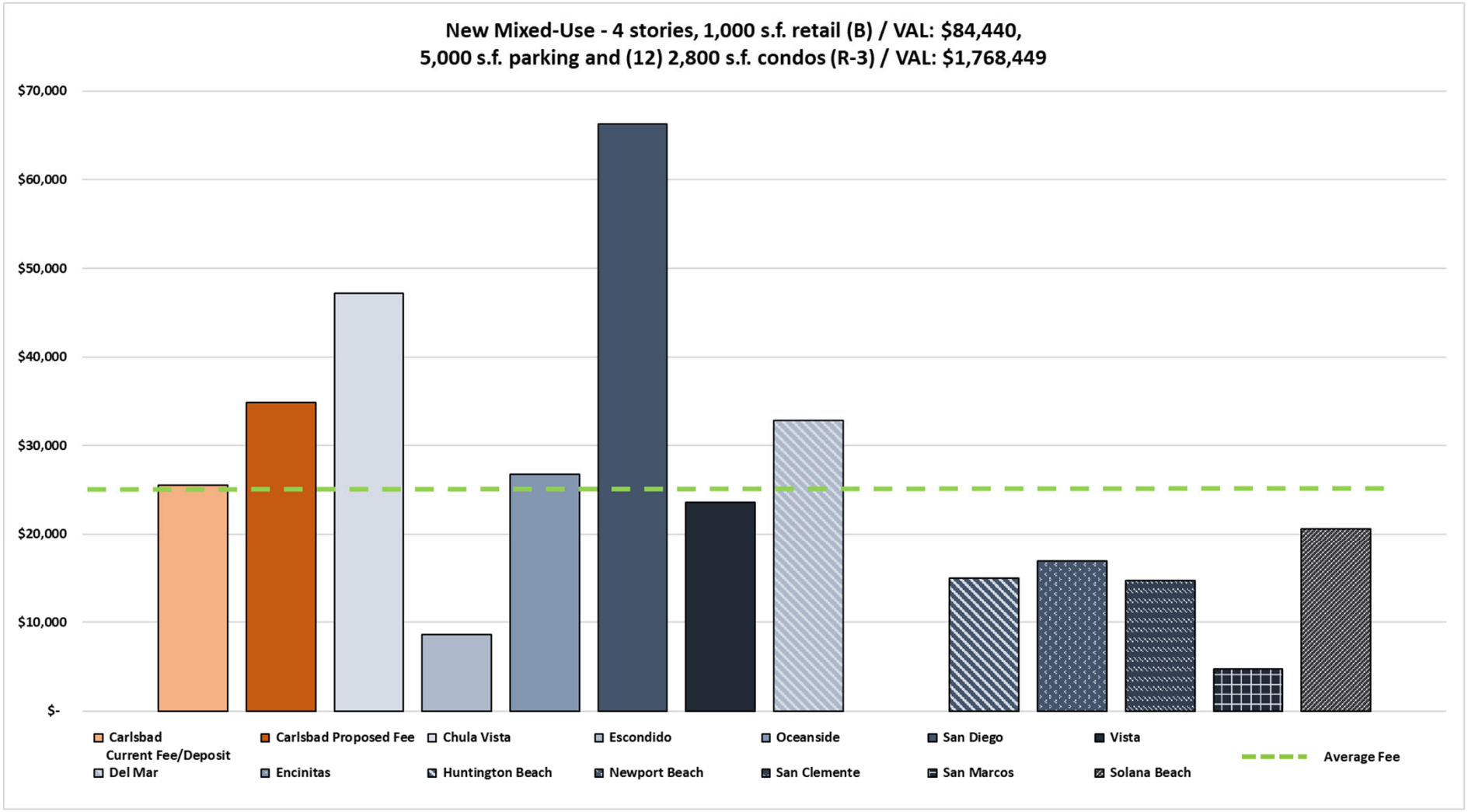

CITY COUNCIL
Staff Report

Meeting Date:	May 18, 2021
To:	Mayor and City Council
From:	Scott Chadwick, City Manager
Staff Contact:	Faviola Medina, City Clerk Services Manager faviola.medina@carlsbadca.gov, 760-434-5989
Subject:	City Council Regional Committee Assignment to the North County Dispatch Joint Powers Authority
District:	All

Recommended Action
Adopt a resolution confirming the mayoral appointment of the primary member to the North County Dispatch Joint Powers Authority.

Executive Summary/Discussion
On May 11, 2021, at the request of Mayor Pro Tem Blackburn, the City Council directed staff to return with an item to appoint a new primary member to the North County Dispatch Joint Powers Authority. This joint powers authority provides fire and medical emergency dispatch services to most city fire departments in North San Diego County.

Carlsbad Municipal Code Section 2.04.100 requires the City Council to meet after a new member is sworn in, or annually at the beginning of the calendar year, to appoint members to boards, commissions, committees or other bodies. The code section does not preclude the City Council from considering committee assignments at other points in time during the year.

Exhibit 2 is a list of the City Council regional committee assignments as confirmed by the City Council on Jan. 12, 2021. The list does not include those committees on which various City Council members serve as a result of their appointments by other agencies.

Fiscal Analysis
There is no fiscal impact associated with the recommended action.

Next Steps
The city clerk will update the city's website and City Council meeting agenda template to reflect the new committee assignment.

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

Public Notification and Outreach

Public notice of this item was posted in keeping with the state's Ralph M. Brown Act and it was available for public viewing and review at least 72 hours before the scheduled meeting date.

Exhibits

1. City Council resolution
2. 2021 North County Dispatch Joint Powers Authority Meeting Calendar
3. List of current City Council regional committee assignments

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, CONFIRMING THE MAYORAL APPOINTMENT OF THE PRIMARY MEMBER TO THE NORTH COUNTY DISPATCH JOINT POWERS AUTHORITY

WHEREAS, Carlsbad Municipal Code Section 2.04.100 authorizes the Mayor to appoint, with City Council concurrence, City Council members to various regional committee assignments as listed in Attachment A; and

WHEREAS, Mayor Pro Tem Blackburn is no longer able to serve on the North County Dispatch Joint Powers Authority as the primary member; and

WHEREAS, on May 11, 2021, the City Council directed staff to return with an item to appoint a new primary member to the North County Dispatch Joint Powers Authority; and

WHEREAS, the City Council shall consider the mayoral nomination.

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

1. That the above recitations are true and correct.
2. That the following is the mayoral appointment of the primary member to the North County Dispatch Joint Powers Authority and is confirmed for a term ending in Dec. 2021 or until a replacement is appointed:

   Primary Member: _____

3. That the City Clerk is directed to update the regional committee assignments listed in Attachment A to reflect the new primary member to the North County Dispatch Powers Authority.

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PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the __ day of _____, 2021, by the following vote, to wit:

AYES:

NAYS:

ABSENT:

_____
MATT HALL, Mayor

_____
BARBARA ENGLESON, City Clerk

(SEAL)

2021 Regional Committee Assignments

Assignment	Appointee
North County Mayors and Managers	Matt Hall
Buena Vista Lagoon JPC	Keith Blackburn
Buena Vista Lagoon JPC	Cori Schumacher
Chamber of Commerce Liaison	Matt Hall
Chamber of Commerce Liaison (Alternate)	Teresa Acosta
City/School Committee	Priya Bhat-Patel
City/School Committee	Teresa Acosta
Encina Joint Powers (JAC)	Keith Blackburn
Encina Joint Powers (JAC)	Cori Schumacher
Encina Wastewater Authority Board of Directors	Keith Blackburn
Encina Wastewater Authority Board of Directors	Cori Schumacher
Encina Wastewater Authority Board of Directors (Alternate)	Teresa Acosta
League of California Cities – San Diego Division	Cori Schumacher
League of California Cities – San Diego Division (Alternate)	Priya Bhat-Patel
North County Dispatch Joint Powers Authority	
North County Dispatch Joint Powers Authority (Alternate)	Cori Schumacher
North County Homelessness Action Committee	Matt Hall
North County Homelessness Action Committee	Cori Schumacher

NORTH COUNTY DISPATCH JOINT POWERS AUTHORITY

2021 Meeting Calendar

- The Finance Committee will meet on the dates indicated at 1:30 p.m.
- The JPA Board of Chiefs will meet the second Thursday of the months indicated at 9:00 a.m.
- The JPA Board of Directors will meet on the dates indicated at 10:00 a.m.
- Due to COVID-19, meetings may be held via video conferencing.

	Date	Meeting Body	Location
January	January 6	Finance Committee	Encinitas City Hall, Carnation Room
	January 14	JPA Chiefs	Oceanside Fire Training Facility
February	February 3	Finance Committee	Encinitas City Hall, Carnation Room
	February 11	JPA Chiefs	Oceanside Fire Training Facility
	February 24	Board of Directors	Via BlueJeans
March	March 3	Finance Committee	Encinitas City Hall, Carnation Room
	March 11	JPA Chiefs	Oceanside Fire Training Facility
	March 31	Finance Committee	Encinitas City Hall, Carnation Room
April	April 8	JPA Chiefs	Carlsbad Safety Training Center
May	May 5	Finance Committee	Encinitas City Hall, Carnation Room
	May 13	JPA Chiefs	Carlsbad Safety Training Center
	May 26	Board of Directors	TBD
June	None Scheduled		
July	None Scheduled		
August	August 4	Finance Committee	Encinitas City Hall, Carnation Room
	August 12	JPA Chiefs	San Marcos Training Facility, Room 2A/B
	August 25	Board of Directors	TBD
September	None Scheduled		
October	None Scheduled		
November	November 3	Finance Committee	Encinitas City Hall, Carnation Room
	November 11	JPA Chiefs	Encinitas City Hall, Poinsettia Room
December	December 1	Board of Directors	TBD

2021 Regional Committee Assignments

Assignment	Appointee
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North County Homelessness Action Committee	Matt Hall
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