2010-2011

PRELIMINARY

Operating Budget & Capital Improvement Program

CITY OF
CARLSBAD
CALIFORNIA

City of Carlsbad
2010-11 Preliminary Operating Budget and Capital Improvement Program

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Carlsbad City Council

2010
Five-Year Vision Statements

City Council continues to clarify and pursue the vision of Carlsbad that reflects the pride and quality of life for all who live, work, and play here.

Carlsbad . . .

- Provides a diverse and healthy economic base that creates opportunities for employment to the residents of Carlsbad, economic vitality to the community, and the necessary revenues to support City services.

- Provides programs, policies and decisions to implement the General Plan, enforce the Growth Management Plan, maintain the safety and security of its citizens, and are based on what is best for Carlsbad.

- Occupies a leadership role in local and regional planning, (e.g., water, beach, circulation, and environmental issues) important to local governments actively involves addressing governmental issues at the local, state and national levels.

- Provides an open government leading to the betterment of the community and encourages in a non-partisan manner active citizen participation and involvement with the City Council and the City's Boards and Commissions.

And Carlsbad Efficiently and Effectively…

- Delivers top-quality public services.

- Manages its environment proactively, including:
  - Open space
  - Wildlife habitats
  - Water quality/conservation
  - Beach preservation
  - Air quality
  - Resource conservation and waste reduction

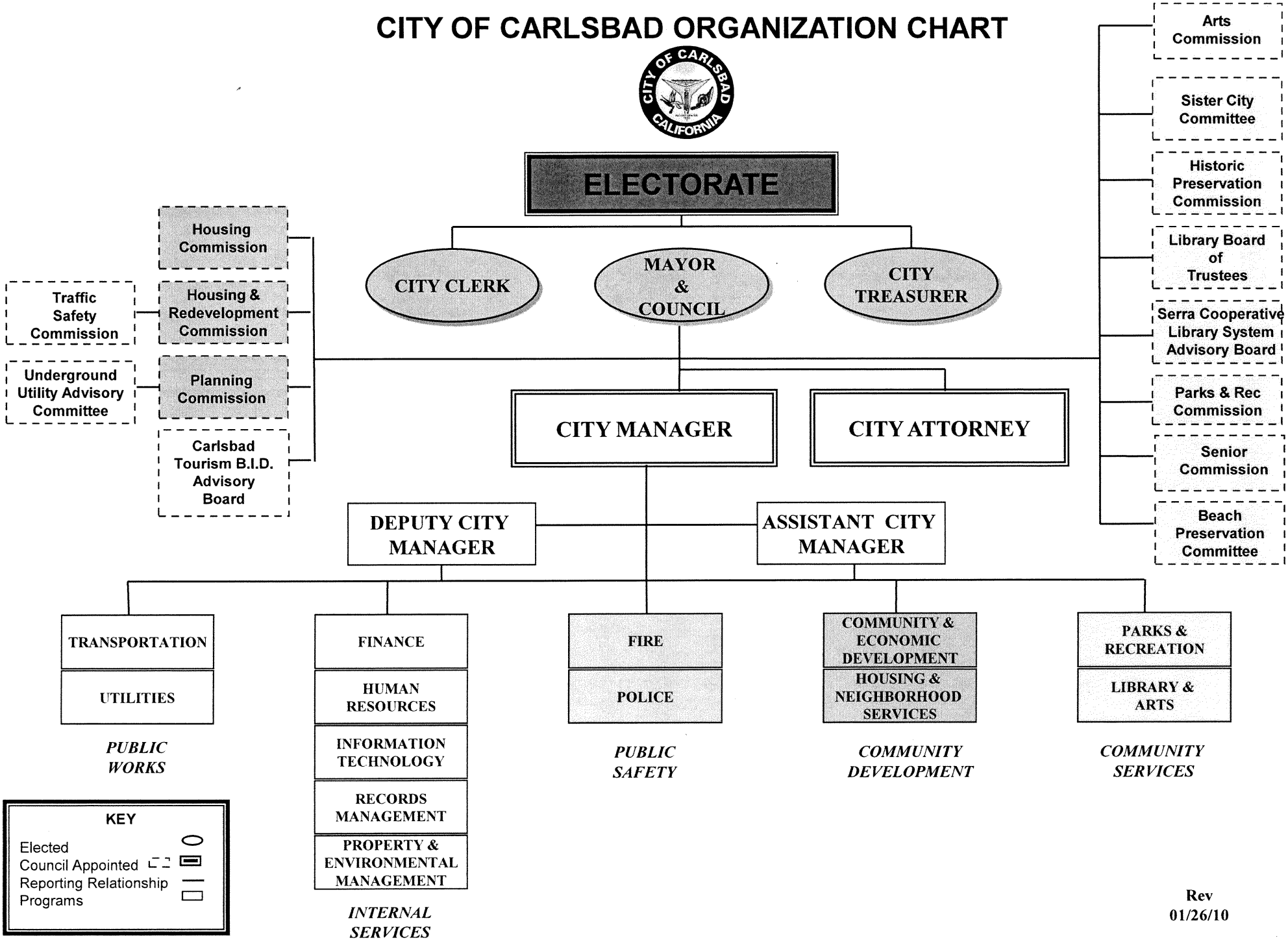
- Promotes a safe and efficient integrated transportation system.

- Maintains citywide "small town" community spirit.

- Provides a community where continuous and life-long learning is supported and encouraged for people of all ages.

- Looks ahead and works to anticipate changes that are required now in order to make a better future for its residents.

CITY OF CARLSBAD ORGANIZATION CHART



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CITY OF CARLSBAD
2010-11 PRELIMINARY BUDGET

Carlsbad is a full-service City providing the following:

- Police department
- Fire department, including paramedic
- Water delivery system
- Sewer system
- Solid waste services
- Housing programs
- Development services
- Street construction and maintenance
- Library and Arts programs
- Recreation programming for all ages
- Park lands
- Municipal Golf Course

School Programs and facilities are provided by four different school districts located within the City boundaries. Although the City Council has no direct control over these school districts, the Council recognizes the importance of quality school facilities and programs to Carlsbad's residents. The Council has worked closely with the schools in the past, and staff continues to meet with them on a regular basis.

BUDGET PROCESS

At the beginning of each year, the City Council meets to develop goals that help City staff prioritize programs, projects and services as well as the resources required to fund them. Based on this direction, and input received at public workshops, City staff finalize the overall City work plan, and the City Council approves a budget for the fiscal year.

City of Carlsbad Community Vision

Small town feel, beach community character and connectedness
Enhance Carlsbad's defining attributes—itssmall town feel and beach community character. Build on the City's culture of civic engagement, volunteerism and philanthropy.

Open space and the natural environment
Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.

Access to recreation and active, healthy lifestyles
Promote active lifestyles and community health by furthering access to trails, parks, beaches and other recreation opportunities.

The local economy, business diversity and tourism
Strengthen the city's strong and diverse economy and its position as an employment hub in north San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

Walking, biking, public transportation and connectivity
Increase travel options through enhanced walking, bicycling and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.

Sustainability
Build on the city's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling and foods.

History, the arts and cultural resources
Emphasize the arts by promoting a multitude of events and productions year round. Cutting edge venues to host world class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.

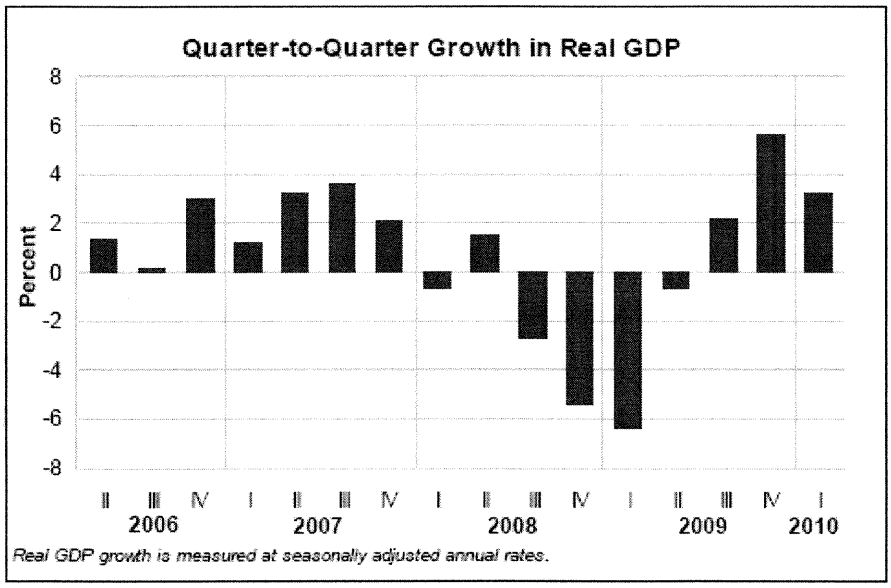
High quality education and community services
Support quality, comprehensive education and lifelong learning opportunities, provide housing and community services for a changing population, and maintain a high standard for citywide public safety.

Neighborhood revitalization, community design and livability
Revitalize neighborhoods and enhance citywide community design and livability. Promote a greater mix of uses citywide, more activities along the coastline and link density to public transportation. Revitalize the downtown Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

The Carlsbad City Council's annual goal setting process this year focused on supporting an excellent quality of life as the City transitions from a period of growth to a new era focusing on economic, environmental and community sustainability. Maintaining core city services at their current levels is the top priority in developing the budget for the coming fiscal year. Other priorities focus on supporting the important values identified through Envision Carlsbad, a City-sponsored program to create a community vision for Carlsbad's future. Elements of this vision on are shown in the box on the previous page.

Carlsbad's Operating Budget is a tool that guides the achievement of Council's vision, goals, and priority projects for the City. The budget allocates the resources, and sets the priorities for all of the programs offered by the City. Thus, it is an integral part of making Carlsbad a wonderful community in which to live, work and play. In addition, the budget is a fiscally conservative balanced budget, to effectively sustain the community and essential City services far into the future.

ECONOMIC PROFILE



The **US economy** continues to show moderate growth. According to the Bureau of Economic Analysis, real GDP increased 3.2% in the first quarter of 2010 after increasing 5.6% in the fourth quarter of 2009. It is expected that GDP will continue to grow at a 2%+ rate the remainder of the year. David Shulman at UCLA Anderson Forecast, indicates that the economy is suffering from a bipolar disorder. In the past where real GDP has expanded by 5% or more, payroll employment typically expanded by 2-3% annually. However the current situation shows a contraction of 1.3%. Many are calling this a jobless recovery. "The sluggish growth in payrolls could be an unintended side effect of all of the economic medication coming for fiscal and monetary policy. Long-term hiring decisions are not generally based on temporary tax and spending programs. Nevertheless, the economy is now on a growth path and employment will soon be increasing albeit modestly." The economy has lost 4 million jobs since the recession began in December 2007. It is forecasted that payroll employment will be two million jobs below the 2007 peak at the end of 2012.

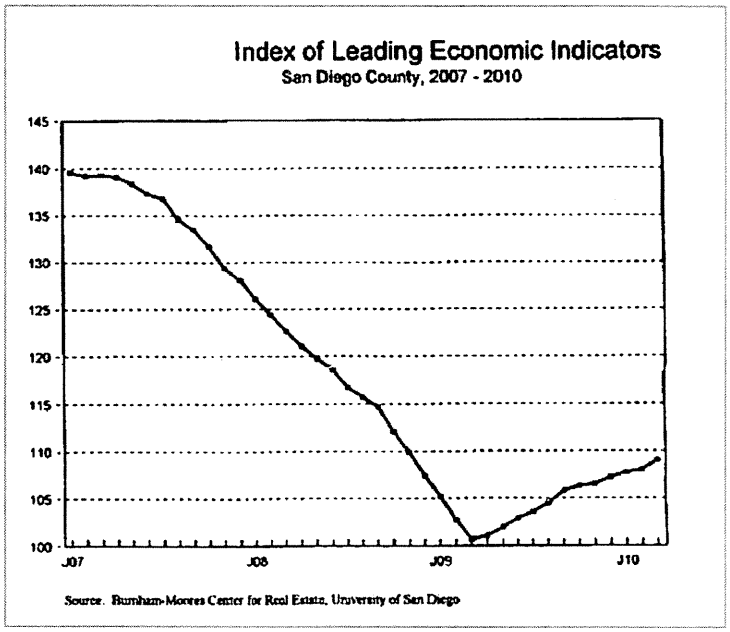
Consumer confidence sentiment declined to 72.2 in April 2010 down from 73.6 in March according to the Reuters/University of Michigan index. The index reached a thirty year low of 55.3 in November 2008. "The April survey data indicates that consumers think the recovery is well underway, although most think it will be distressingly slow and have little immediate impact on their personal finances," said Richard Curtin, chief economist of Thomas Reuters, University of Michigan.

Shulman opines that the real risk to the economy is inflation. The Federal Reserve officials signaled the recovery isn't strong enough to stoke inflation, or justify an end to record-low interest rates. "Although the economy is improving, employers are still reluctant to hire, homebuilding is "depressed" and inflation will be subdued for some time", the Federal Open Market Committee said.

California's economy is growing but very slow. Despite the end of the recession, California's unemployment rate continues to rise, while local governments continue to shed jobs. The outlook for the balance of 2010 is for little or no growth in the state, with the economy picking up speed slightly by the beginning of next year. More normal growth rates for California should be in place by the middle of 2011. The keys to California's recovery are a growing demand for manufactured and agricultural goods from outside the state, the recovery of U.S. consumption, which increases the demand for Asian imports and for products from California's factories, increased public works construction and increased investment in business equipment and software.

The UCLA Anderson Forecast calls for employment in 2010 to climb but not to exceed levels of 2009. Once employment growth returns in 2011, employment will begin to grow faster than the labor force at a 2.3% rate and the unemployment rate will begin to fall. Real personal income growth is forecast to be 1.3% in 2010 and 3.7% and 4.5% in 2011 and 2012 respectively. The unemployment rate – currently at 12.5% -- will fall slowly through the balance of this year and should average 11.8% for 2010. Though the state's economy will be growing, it won't be generating enough jobs to push the unemployment rate below double-digits until 2012.

Locally, the **San Diego economy** appears to have "settled down" and the outlook remains for positive but slow growth for the year ahead. If the local economy did not bottom out at the end of 2009, it likely did in the first part of 2010, according to several local economists, including University of San Diego (USD) economist Alan Gin. The total USD Index of Leading Economic Indicators for San Diego County for March 2010 is 109, which is up 8% from the March 2009 index of 100.7. This is the 12th straight month with an increase. Building permits, initial claims for unemployment insurance, and help wanted advertising were also positive, but to a lesser extent. The only down component was local consumer confidence, which fell slightly.



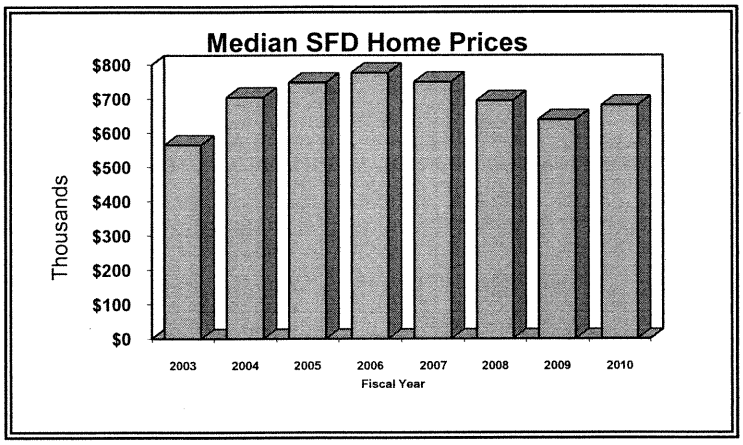
Leading the way to the upside were strong moves in local stock prices and the outlook for the national economy. One potential problem is the budgetary difficulties faced by the State and by local governments. Due to requirements to have balanced budgets, state and local governments either have to raise taxes or cut jobs and spending or both, which makes a bad economic situation worse. Other things to keep a watch for are another wave of foreclosures due to the severe job losses in the local economy and weakness in commercial real estate, where a glut of retail and office space is putting pressure on commercial real estate owners and their lenders.

The local unemployment rate remains at a high 11%, up from 10.7% in February 2010. Compared to the same period in 2009, residential units authorized were up almost 21 percent for the first quarter of 2010. According to Alan Gin, "Although the end of the "Great Recession" has not yet been declared, there are signs that the national economy may already be on the rebound." A chart reflecting USD's economic indicators is reflected above.

Carlsbad's economy is tied closely to that of the San Diego region. For FY 2009-10 property taxes are expected to decline by approximately 1.7% over the previous year. TOT, the City's gauge of the tourism industry, are expected to end FY 2009-10 showing a 8.9% decrease, and

sales taxes are expected to end FY 2009-10 with a decline of 10.9% due to the slow economy especially the decline in auto sales. Overall the City is anticipated to end FY 2009-10 with a 1% decline or $1 million less in General Fund revenue compared to FY 2008-09.

Carlsbad's residential real estate market slowed significantly throughout FY 2008-09 but it has picked up in 2009-10. For FY 2008-09, the City issued 107 dwelling units as compared to 339 dwelling units for FY 2007-08. For 2009-10, the City is projecting it will issue 265 dwelling units. For industrial and commercial, the City has permitted 109,149 square feet for FY 2009-10 through April 2010, compared to 237,935 square feet for FY 2008-09 for the same time frame. Development has picked up recently due to a number of new residential communities under construction or in the final phases of development that will add to the residential housing stock in Carlsbad. The Villages of La Costa projects known as the Oaks North, the Greens and the Ridge are nearing completion, with the final phases under construction. In addition, the Robertson Ranch area East and West Villages, which is expected to contain a little over 1,100 residential units, has began to pull building permits for 3 communities in the East Village. The completion of these master planned communities will signal an end of the larger-scale residential development in Carlsbad.



As the housing market cooled, the housing prices declined as well. However, we are now starting to see a slight increase in housing prices. The median price for single-family homes in Carlsbad was $681,000 for March 2010, an increase of 6.6% from the previous year. The total assessed values in the City stand at over $21 billion; an increase of nearly 50% over what they were just five years ago. The City is projecting it will add about 1,088 more residential units and an additional 1.5 million square feet of commercial/industrial development over the next five years. The City's residential housing stock is about 90% built out, with approximately 4,850 housing units remaining to develop.

Prior to the downturn of the economy in 2007, commercial and industrial development had been averaging 1,129,000 square feet per year over the five years prior to that. Due to the economic recession, commercial and industrial development now is expected to average 300,000 square feet per year over the next five years with the large industrial commercial developments including Bressi Ranch, Carlsbad Raceway and Palomar Forum, Dos Colinas Retirement Community, Paseo Carlsbad Retail and Restaurants and the desalination plant. Some of the major companies in town include Callaway Golf, the Gemological Institute of America, ViaSat, Life Technologies, TaylorMade-adidas Golf, Upper Deck, and many others.

Commercial development has brought much needed entertainment and shopping venues to citizens and visitors alike, as well as generating additional sales taxes to help pay for City services. Carlsbad is home to Car Country Carlsbad – an auto mall; the Carlsbad Premium Outlets – a specialty outlet center; Plaza Camino Real – a regional shopping mall; a Costco center; and the Forum at Carlsbad – a commercial center with upscale retail shops, restaurants and other commercial uses.

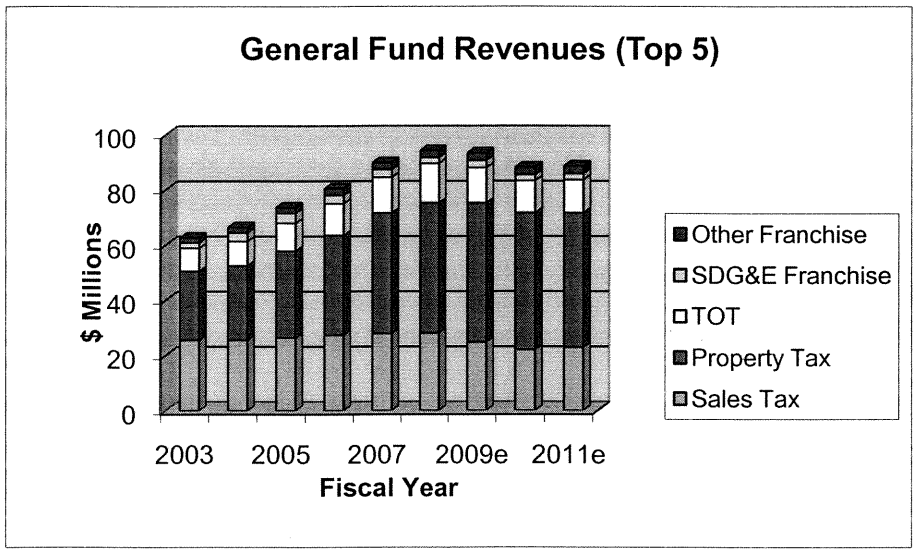
Development has also enhanced Carlsbad's reputation as a destination resort for tourism. The City is host to a major family theme park: Legoland, and has two luxury resorts available for its visitors: the Four Seasons Resort at Aviara and the La Costa Resort & Spa. There are also a number of other quality hotels and motels in the City, with the most recent additions being the Sheraton Carlsbad Resort and Spa, Homewood Suites and Hampton Inn.

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

It is the Council's goal to ensure that the City remains in good financial health, and there are a number of steps the City has taken to attain that goal. One of the steps is the Growth Management Plan. This plan was adopted by the citizens to ensure that all necessary public facilities were constructed along with development. It also ensures that a financing plan is in place to pay for the facilities prior to the development of the property.

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

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



Even with the economic slowdown, Carlsbad's current economic position is an enviable one. A relatively healthy and well diverse local economy over the past ten years provided additional revenue-generating sites that allowed the City to continue to add new facilities and services for the citizens. The City hosts three regional shopping areas within its boundaries; a large regional mall, an outlet center, and a high-end retail center in the southern part of town called The Forum. Together, these sites contribute approximately $4.3 million annually to the City's sales taxes. The City's Auto Mall generates another $4 million per year in sales taxes for the City. Legoland, a family theme park, contributes to the City's sales tax base and stimulates toursim in the area which contributes to the TOT. The effect of the new development and the demand for housing in Carlsbad is an increasing tax base. The four major revenue sources for the City: property taxes, sales taxes, transient occupancy taxes (TOT), and franchise taxes, are expected to provide $88.6 million, or 80%, of the City's General Fund

revenues in FY 2010-11. These taxes and fees are the major source of funding for most of the City's services, and allow the City to live up to its reputation as one of the premier locations in San Diego County.

Overall, for FY 2010-11, the General Fund revenue is projected to decline by 3.9% from the previous year's estimates. Most of the tax revenue, with the exception of property taxes, are expected to increase slightly in 2010-11. Sales tax and TOT are both projected to increase around 3% due to the upward trend we see in the economy. Due to the decline in housing values, the County Assessor has estimated that the City should expect property tax revenues to decrease by almost 1.7% for FY 2010-11. New building permits are expected to increase slightly and the development related revenue items have been adjusted accordingly for Fiscal Year 2010-11. More information on all of the City's revenues and programs can be found in the later sections of the document.

State of California – In January, California, like the rest of the nation, was slowly emerging from the most severe economic downturn since the Great Depression, and faced a significant budgetary imbalance. The State of California has been in a severe fiscal crisis for a number of years. Through a variety of loans, one-time revenues, interfund borrowings, and raids on city, county and special district funds, it has been able to manage its cash flows and stay solvent. Federal and state maintenance-of-effort requirements and other legal constraints have also increased costs and substantially restricted the areas of the Budget that can be reduced. As a result, the state's choices are more limited and more difficult.

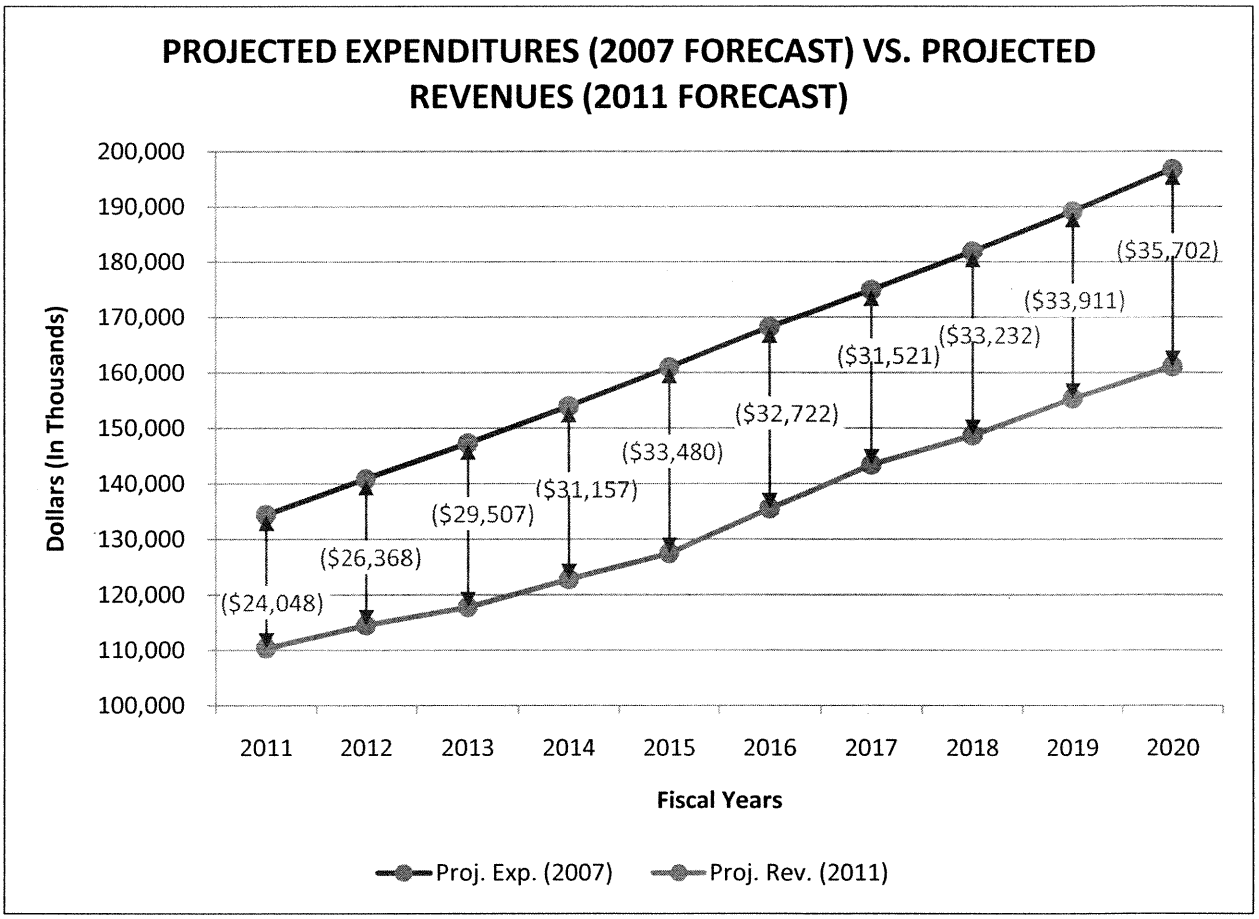
The Governor's May Revise Budget has been released for FY 2010-11. In May 2010, the State reported the budget deficit will be $19.1 billion, $7.7 billion from the 2009-10 Fiscal Year, $10.2 billion from the 2010-11 Fiscal Year and a modest reserve of $1.2 billion. The Governor has proposed $12.4 billion in deep cuts to State programs and services including child care programs, CaliWORKSs program and mental health programs. The rest of the funds will come from federal funds. Proposed federal funds include $1.7 billion from the extension of the temporary increase in the Federal Medical Assistance Percentage (FMAP), $125 million from the extension of other enhanced federal funding provided under the American Recovery and Reinvestment Act, and $1.6 billion in additional federal funds for health and human services and for the Department of Corrections and Rehabilitation. There are no additional hits to transportation and transit or borrowing from local governments in the Governor's proposal. The Governor did not propose to take more from local redevelopment agencies than what was already included in AB X4 26.

As a result of previous attacks on cities' revenues, a coalition of cities, counties and special districts supported Proposition 1A which was approved by the voters in November 2004. The measure included a provision to help prevent the Legislature from reducing the combined property tax shares of cities, special districts, and the county, except to borrow the funds on a temporary basis to address a "severe state fiscal hardship." According to Proposition 1A, if the State borrows funds from local governments, the State is required to pay back the funds within three years including interest. The State can only borrow two times within a 10 year period and is required to pay back the first loan before another borrowing can occur. There is also a statewide ballot measure aimed for the November 2010 election that would protect funding for local public safety, emergency response, transportation, transit and other vital local services.

Looking Forward

As stated earlier in this document, the City prepares ten-year forecasts for the General Fund each year in order to understand the effects of actions taken today on the City's future. The City has experienced remarkable revenue growth over the past ten years due to the development of the majority of its commercial sites. For example, as the City was preparing its ten-year

forecast in FY 2006-07, it appeared that General Fund revenues were going to continue on a path of strong annual growth. Therefore, projected expenditures in the General Fund at that time were also projected to grow at essentially the same rate. The upper line on the graph below reflects the projected growth in General Fund revenues as originally projected in the ten-year forecast back in FY 2006-07. The lower line on the chart reflects the projected General Fund revenues as currently projected in the FY 2010-11 ten-year forecast. The difference between the two lines indicates the potential deficit the City would have experienced in the General Fund if changes had not been made during the past four fiscal years. Continuously monitoring and updating the ten-year forecast provides an early warning for staff and allows adjustments to be made along the way, avoiding major surprises. This tool enabled the City to anticipate the current recession and make changes along the way to avoid having these potential deficits.

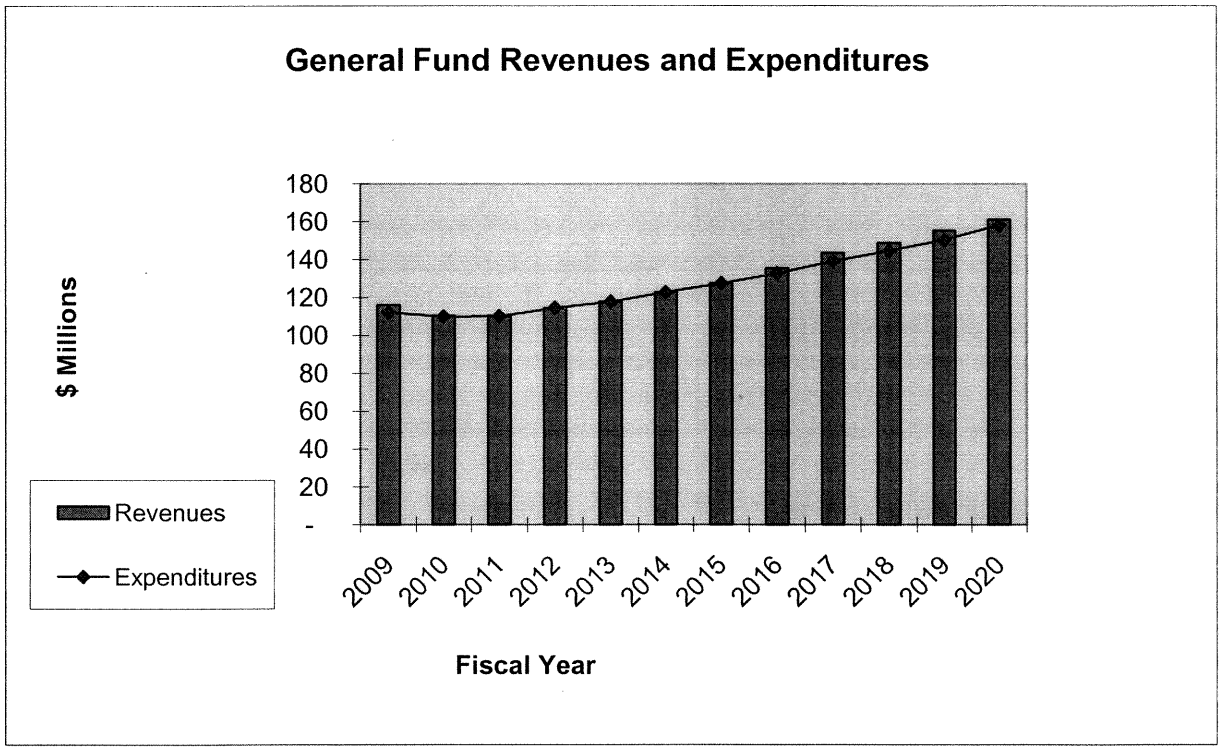


Over the past several fiscal years, changes were made to the City's annual budget in anticipation of the economic recession to ensure that the General Fund would have a balanced budget on an annual basis. Some of these changes included the elimination and/or keeping vacant certain positions, delaying the construction of non-essential capital projects while continuing to invest in infrastructure, reducing the funding for capital outlay and goal projects, reducing and/or eliminating cost of living salary increases, using technology and other tools to create efficiencies, and reducing certain non-essential service levels with a minimal impact to the community.

The ability to understand both changes in revenue sources as well as program needs into the future is crucial to ensure that the City has the funds available to realize its future plans. The General Fund forecast is a tool available to the City to achieve the goal of managing its fiscal resources effectively and monitoring the achievement of sustainable economic health for the City of Carlsbad into the future. When there is economic uncertainty, this long-term perspective becomes even more important.

Currently, the economic uncertainty has created a forecast with much smaller surpluses projected than in the recent past and in a few years, projected deficits. The future will bring a few more commercial sites but at a much slower pace, especially in the next few years, due to the economy. Until the housing and employment crisis can recover, it is anticipated that residential development will continue at a slower pace. There are also quite a few City facilities – mainly parks and civic facilities – planned in the future to serve the growing population. The new facilities will add operating costs to the City's General Fund budget as they are completed and opened for use. The timing of opening these facilities has been reviewed to ensure that the facilities are opened during a time when the General Fund can support these additional operating costs.

These new facility operating costs have been incorporated into the General Fund forecast shown below and projected over the next ten years. The emphasis will continue to be maintaining existing infrastructure. New civic facilities will be planned when there is anticipated financial capacity to operate and maintain those new facilities when they are opened. While no forecast is ever totally accurate, it does represent a likely scenario given the assumptions on which it is built.



The forecast assumes that ongoing revenue (excluding one-time revenues received in FY 2009-10) will begin to turn positive in FY 2010-11, although at a very moderate rate, assuming that the economy does not go into a double-dip recession. To project the expenditures, it includes all known personnel costs. However, the City is currently in negotiations with its Fire and Police associations, and the results of those negotiations have not been reflected in the current ten-year forecast.

The forecast assumes 10% annual increases in health care costs in the near future with the employees paying half of those increases. In also assumes no personnel growth (new positions) until FY 2012-13. Negotiated salary step increase and cost of living increases between 0.5% and 3.5% have been added to personnel costs. In order to help maintain a balanced ten-year forecast, position growth has been limited. Pension plan costs are anticipated to increase by approximately 5% for miscellaneous employees and 7.5% for safety employees in FY 2011-12 as a result of the significant investment losses CalPERS sustained in

FY 2008-09. It assumes that the contribution from the General Fund to the Infrastructure Replacement Fund is 6.5% of General Fund revenues. And finally, it includes estimated operating costs for all capital projects in the timeframes shown in the Capital Improvement Program (CIP). One of the significant assumptions in the forecast is that the recession, if it has not already, will bottom out during 2010, with modest growth during the economic recovery.

The results show that while the General Fund is balanced for FY 2010-11, there are small projected deficits projected for the following three years due predominantly to the increase in the projected PERS rates. One-time transfers are currently programmed in the forecast in the event that these deficits materialize in these years. Additional budget solutions will be pursued to help balance those years as well. In addition, for the years that appear to be balanced, there are much smaller surpluses than in previous years' forecasts. This reflects the current economic recession and uncertainty.

Operating Budget

Operating Budget & Capital Improvement Program
FY 2010-2011

2010-11 PRELIMINARY OPERATING BUDGET OVERVIEW

The Preliminary Operating Budget for Fiscal Year 2010-11 totals $189.1 million, with revenues for the year estimated at $193.2 million. General Fund revenues are estimated at $110.4 million and General Fund budgeted expenditures are $110.2 million.

REVENUE

The following table shows the total operating revenues the City anticipates receiving for FY 2009-10, as well as those estimated for FY 2010-11.

REVENUE SUMMARY BY FUND TYPE (in Millions)				
FUND	PROJECTED 2009-10	ESTIMATED 2010-11	$ CHANGE	% CHANGE
GENERAL FUND	$ 114.8	$ 110.4	$ (4.4)	-3.8%
SPECIAL REVENUE	12.8	10.9	(1.9)	-14.8%
ENTERPRISE	47.0	52.2	5.2	11.1%
INTERNAL SERVICE	14.9	16.3	1.4	9.4%
REDEVELOPMENT	3.5	3.4	(0.1)	-2.9%
TOTAL	$ 193.0	$ 193.2	$ 0.2	0.1%

Revenue estimates for the Operating Budget indicate that the City will receive a total of $193.2 million, a 0.2% increase over the prior year's projections. The significant changes from the prior year are comprised of a $5.2 million increase in the Enterprise Funds due to the proposed water and wastewater rate increases. The General Fund shows a decrease of $4.4 million due to a sale of City property to the Village Redevelopment Area in 2009-10. More information on the City's revenue sources can be found in the discussion that follows.

General Fund

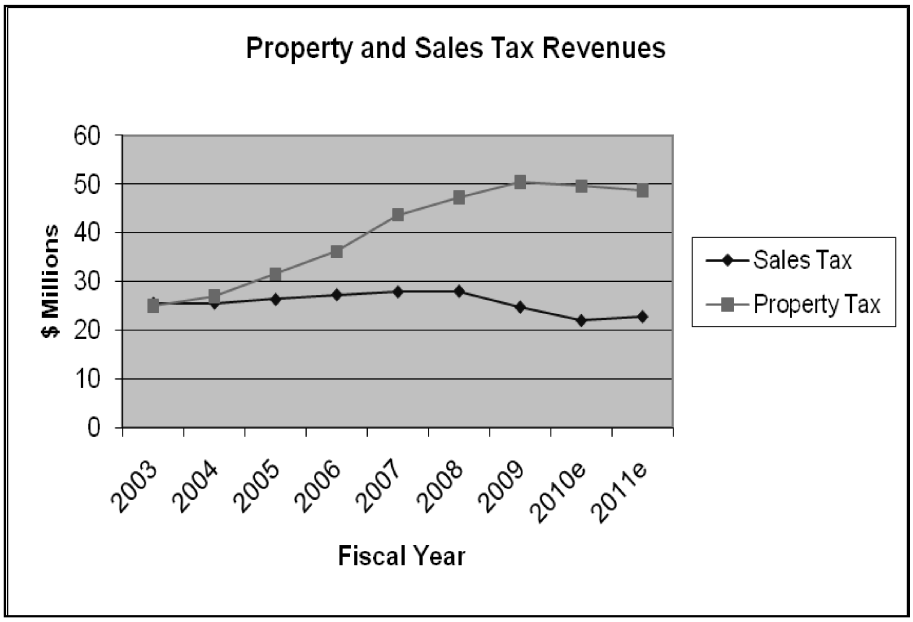
General Fund revenues provide a representative picture of the local economy. These revenues are of particular interest as they fund basic City services such as Police, Fire, Library, Street and Park Maintenance, and Recreation programs. The table below shows a summarized outlook for the major General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

SIGNIFICANT GENERAL FUND REVENUES (In Millions)				
FUND	PROJECTED 2009-10	ESTIMATED 2010-11	$ CHANGE	% CHANGE
PROPERTY TAX	$ 49.6	$ 48.7	$ (0.9)	-1.8%
SALES TAX	22.1	22.9	0.8	3.6%
TRANSIENT OCC. TAX	11.6	12.0	0.4	3.5%
FRANCHISE TAXES	4.9	5.0	0.1	2.0%
BUSINESS LICENSE TAX	3.4	3.5	0.1	2.9%
DEVELOPMENT REVENUES	2.2	2.4	0.2	9.1%
ALL OTHER REVENUE	21.0	15.9	(5.1)	-24.3%
TOTAL	$ 114.8	$ 110.4	$ (4.4)	-3.9%

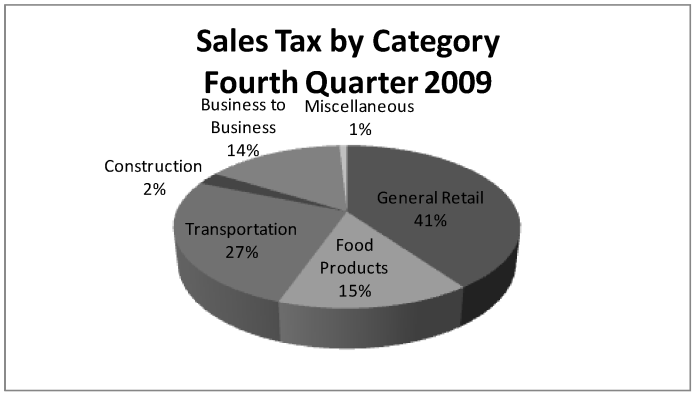
2010-11 PRELIMINARY OPERATING BUDGET OVERVIEW

As we enter into a slow recovery from the economic recession discussed in the Budget Overview section, we are starting to see slight increases in most of the General Fund revenues. Several of the largest revenue sources in the General Fund are impacted by fluctuations in the economy. In addition, the housing crisis has not only impacted property taxes, it has also affected sales taxes, transient occupancy taxes and development related revenues. This upcoming fiscal year it is expected that **property taxes** will be approximately $48.7 million, a 1.8% decrease over the projection for FY 2009-10. This is based on a 1.8% estimated decrease in assessed valuation as provided by the County Assessor in May 2010. The median price for resales in Carlsbad is currently $681,000 which is up 6% over the same time a year ago, this could be an indication that residential home values have stabilized.

Property taxes tend to lag behind the rest of the economy, as the tax for the upcoming fiscal year is based on assessed values from the previous January. Thus, the taxes to be received for Fiscal Year 2010-11 are based on values as of January 1, 2010. Sales taxes react much quicker to changes in the economy and therefore will typically grow faster in a good economy, but also drop off faster as the economy cools.



Property taxes also have a cap on how fast they can grow. This is due to Proposition 13. Proposition 13 was adopted by the State in 1978. This proposition limits the growth in assessed values (and thus property taxes) to 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 the property. Thus, property taxes tend to grow slowly unless there is a significant amount of housing activity. In past years, we have seen a robust growth in property taxes due to new developments, a large number of resales within the City spurring revaluation of the parcels, and double-digit growth in housing prices.



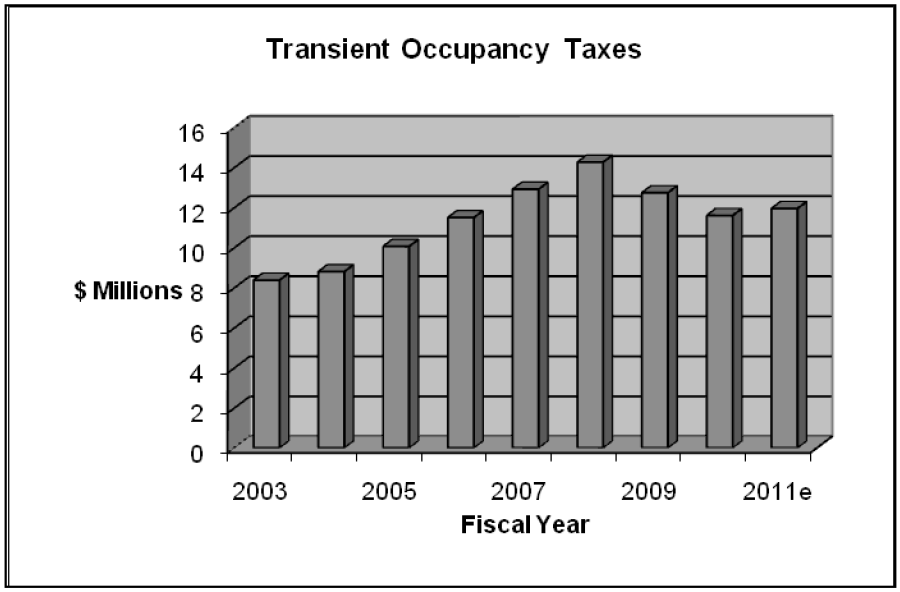
Sales taxes are expected to total $22.9 million for FY 2010-11, an increase of 3.6% compared to the FY 2009-10 projections. The City of Carlsbad has many car dealerships which historically have generated approximately $6.0 million of sales tax each year. Car sales have slowed since FY 2008-09 but started to show slight gains in the 4th quarter of 2009 resulting in annual car sales projections of approximately $4.0 million for FY 2010-11. In recent months, many national car manufacturers have seen double-digit growth partially due to the incentives they have offered to lure customers as well as pent up demand. Although the City

does not expect to see this type of growth in sales tax revenues from car sales, it is anticipated that this growth is a sign that the economic recovery may be starting. In addition, retail comprises over 41% of the sales tax generated in Carlsbad and with a slow economy, it is anticipated there will be less discretionary purchases as compared to several years ago. As consumer confidence increases during the recovery, the City's sales tax revenues are projected to gradually increase. Included in the projected sales tax figures for FY 2010-11 is the opening of Paseo Carlsbad and new retail outlets in Bressi Ranch.

Several years ago, the State of California implemented the "Triple Flip." The "Triple Flip" is essentially a temporary swap of a ¼ cent of the cities' sales taxes in return for property tax. It was done in order to give the state a revenue source against which they could issue deficit reduction bonds. The City's sales tax estimates continue to show this amount as sales tax since the amount is reflective of what the City would receive.

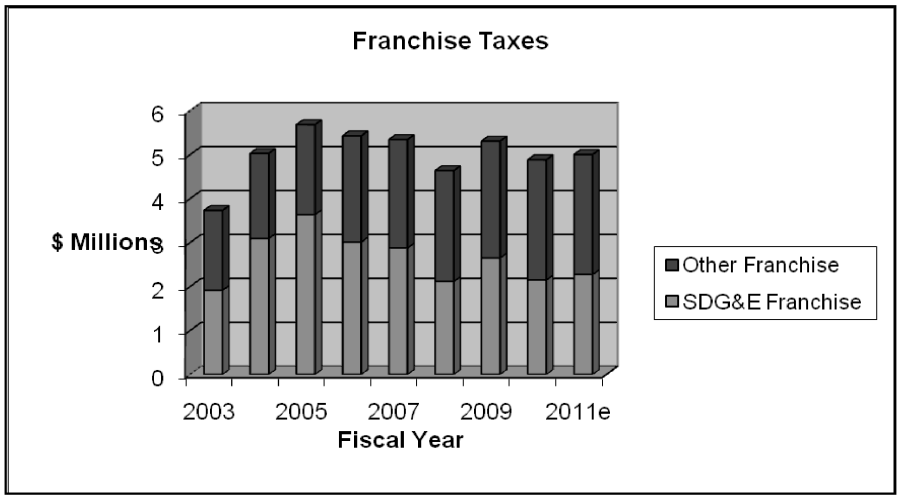
As can be seen in the chart on the previous page, the City's sales tax base is heavily weighted in the transportation (predominantly new car sales) and retail sectors. These two sectors make up approximately 68% of the City's sales tax base and have been negatively impacted by the economic recession. As the economic recovery takes hold, sales tax revenues will be one of the first sources of City revenue to see an increase.

Sales tax estimates also include approximately $700,000 that is restricted to spending on public safety services under Proposition 172. Proposition 172 requires that the ½ cent increase in California sales taxes be allocated to local agencies, to fund public safety services.



The third highest General Fund revenue source is **Transient Occupancy Taxes** (TOT or hotel taxes) estimated at $12 million for FY 2010-11, an increase of 3.5% compared to FY 2009-10 estimates. It is anticipated that there will be slight increases in occupancy and average daily rate in FY 2010-11 which combined will result in an overall increase from FY 2009-10. However, group sales are still struggling as corporations spend less on meetings and conferences. This will impact the higher end hotels which are still predicted to show decreases over the prior year.

One of the more volatile General Fund revenues is the **Franchise tax**. Franchise taxes are paid by certain industries that use the City right-of-way to conduct their business. The City currently has franchise agreements for cable TV service, solid waste services, cell sites, fiber optic antenna systems and gas and electric services. The cable and solid waste franchises have been growing along with the growth in population and changes in their rate structures. Franchise revenues are projected to increase by 2.0% primarily due to the franchise taxes on gas and electric services, which are paid by San Diego Gas and Electric (SDG&E).



SDG&E pays franchise taxes for the use of the public land over which they transport gas and electricity. The City also receives an “in-lieu” franchise tax based on the value of gas and electricity transported on SDG&E lines, but purchased from another source. The “in-lieu” tax captures the franchise taxes on gas and electricity that is transported using public lands but which would not otherwise be included in the calculations for franchise taxes, due to deregulation of the power industry. The majority of the “in-lieu” taxes received is attributable to Cabrillo Power, the operator of the Encina power plant, based on the gas used in the generation of electricity.

Development-related revenues include 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 structures are actually built.

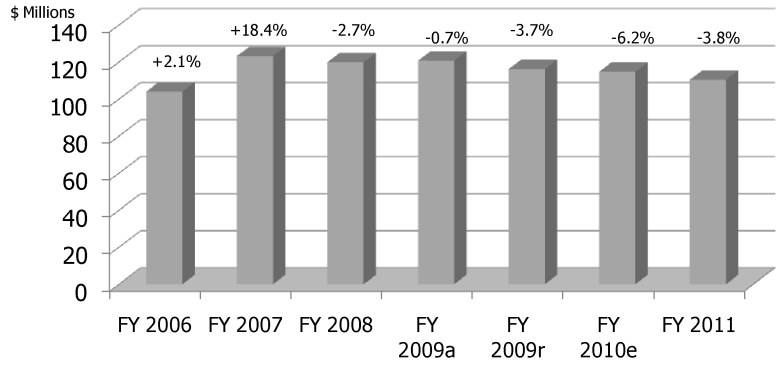
During FY 2009-10, development related revenues began to turn around from historic lows experienced in FY 2008-09. For the FY 2010-11 Budget, the development-related revenues are anticipated to continue to increase as a result of the improvement in the economy and real estate market. For FY 2008-09 there were 107 units permitted for residential housing. For FY 2009-10 approximately 265 residential units have been permitted through April 2010. For FY 2010-11, 225 permits are projected to be issued for residential housing. The commercial and industrial building activity remained weak for FY 2008-09 and FY 2009-10 and is expected to continue to be weak FY 2010-11. A 9.1% increase in building related revenue is projected for next year as residential activity is projected to remain relatively strong.

Business license taxes are closely tied to the health of the economy and are projected to increase by 2.9% to an estimated $3.5 million. There are currently about 8,700 licensed businesses in Carlsbad, with over 2,600 of them home-based.

All other revenues include vehicle license fees, transfer taxes, interest earnings, ambulance fees, recreation fees, and other charges and fees. The estimate for Fiscal Year 2010-11 totals $15.9 million, a $5.1 million decrease from the previous year. In FY 2009-10, one time funds were received from the sale of property to the Redevelopment Agency. In addition, a decrease in the interdepartmental charges from the recent Citywide redesign is projected in FY 2010-11.

Transfer taxes are those taxes paid to the county upon the transfer of interests in real estate. The tax is 55 cents per $500 of property value, and is split equally between the county and the City. Carlsbad expects to receive approximately $804,000 in transfer taxes for FY 2010-11, which is a $300,000 increase over FY 2009-10. This is mainly due to the increase in the median housing price as well as the increased foreclosure sales. Income from investments and property includes interest earnings, as well as rental income from City-owned land and facilities. The City is expected to earn about $1.9 million in interest on its General Fund investments for Fiscal Year 2010-11.

General Fund Revenues

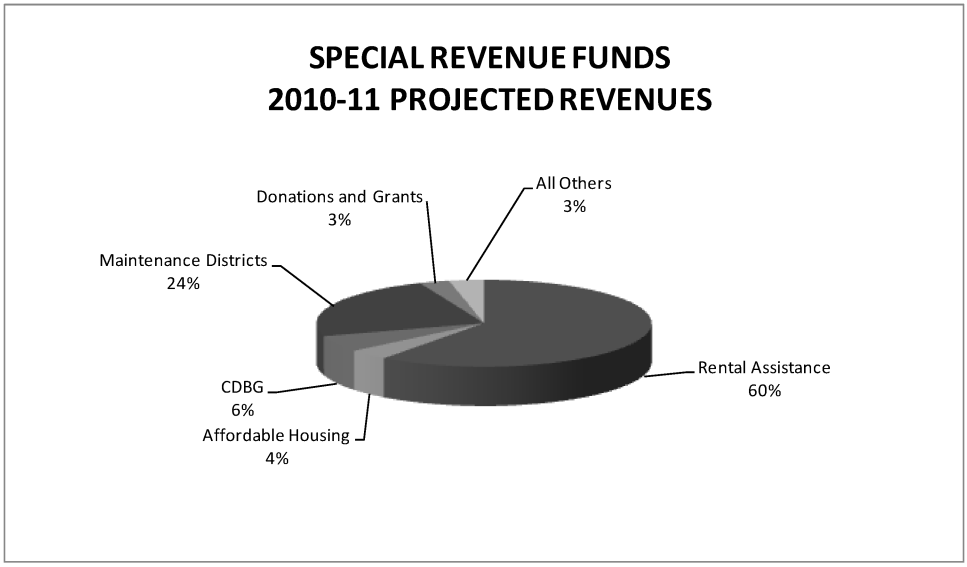


Overall, as reflected in the bar chart, General Fund revenues are expected to be down 3.8% from FY 2009-10 estimates due to the decrease in property taxes, one-time funds received in FY 2009-10 from the sales of property and a decrease in interdepartmental charges resulting from the Citywide redesign. Although the City experienced revenue growth between 9% and 17% in the late 1990's, it was not sustainable growth. Much of those increases were due to the opening of new hotels, restaurants, retail centers, and new home development. As the City matures, it will be increasingly more difficult to produce double-digit growth in revenues. With the current economic slowdown, limited growth is anticipated over the next two to three years with the City returning to 4% to 7% growth rates in the future.

Other Funds

Revenues from **Special Revenue** funds are expected to total $10.9 million in FY 2010-11, a $1.9 million decrease from FY 2009-10. The types of programs supported within Special Revenue funds are those funded by specific revenue streams such as:

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



The most noteworthy change in the Special Revenue funds occurred in the Street Lighting Fund. Estimated revenues decreased approximately $2.5 million from FY 2009-10. During FY 2009-10, the City received approximately $1 million in Energy Efficiency and Conservation Block Grant funds from the federal government and anticipates receiving an additional $1.5 million in American Recovery and Reinvestment Act funds from the California Energy Commission. These revenues are one-time grant monies which are being used towards the City's street light retrofit project. The street light retrofit project will replace the City's high-pressure sodium vapor lights with induction lights.

Enterprise fund revenues for FY 2010-11 are projected at $52.2 million, an increase of $5.2 million or 11.1% over current year projections. The increase in revenues is primarily due to the proposed rate increases for Water and Wastewater funds. Enterprise funds are similar to a business, in that rates are charged to support the operations that supply the service. Carlsbad Enterprise funds include water and recycled water delivery, wastewater services, and solid waste management.

The Water Enterprise Fund revenue is estimated at $38.4 million, an increase of $4.2 million, or 12.2% over the current year estimate. Of that increase, $3.3 million will be from water sales reflecting proposed increased rates to pay for the rising cost of water purchases. The proposed rate increases have not yet been approved by the Board of Directors of the Carlsbad Municipal Water District; staff will be requesting that a Public Hearing date be set for August 24, 2010 to consider the proposed rate increases. Anticipated increases paid to the San Diego County Water Authority include a 9% increase to the wholesale purchase cost of water (from $814 to $887 per acre foot), and an 18% increase in the fixed charges for water purchases (from $3.6 million to $4.3 million). In addition to paying for the wholesale and fixed water costs, the FY 2010-11 Operating Budget includes funding for replacement of Carlsbad's infrastructure, ongoing meter replacements, and providing a sufficient operating reserve.

Wastewater estimated revenues are $10.3 million, $931,000 over the current year estimate. Of that increase, $671,500 million will be sewer service charges, reflecting proposed increased rates to fund the ongoing cost of operations, maintenance, and funding for replacement of infrastructure, as well as providing a sufficient operating reserve. The rate increases have not yet been approved by the City Council; staff will be requesting that a Public Hearing date be set for August 24, 2010 to consider proposed rate increases.

In addition to the water and wastewater recommended rate increases, included in the Solid Waste revenues is a proposed a 3.3% increase to the base rate of the Solid Waste Fee. This would raise the total Solid Waste rate for a single family residence by $.50 per month, or 2.65%. The increased revenue generated by the rate increase would be retained by Coast Waste Management as an increase to their fee for providing waste management services. The last time Coast Waste received an increase was in Fiscal Year 2006. This rate increase has not yet been approved by the City Council; staff will be requesting that a Public Hearing date be set for August 24, 2010 to consider proposed rate increase.

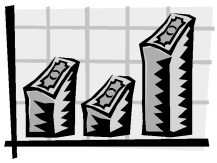
Internal Service funds show estimated revenues of $16.3 million for FY 2010-11, an increase of 9.4%, or $1.4 million, from FY 2009-10 projections. Internal Service funds provide services within the City itself, and include programs such as the self-insurance funds for Workers' Compensation and Liability (Risk Management), as well as Vehicle Maintenance and Replacement. Departments pay for services provided by these funds; therefore, the rates charged for the services are based on the cost to provide the service. The goal of the Internal Service funds is to match their budgeted expenses with charges to the departments, after allowing for a certain level of reserves within the fund.

The more significant increases occurred in Information Technology, Vehicle Maintenance and Vehicle Replacement. In Information Technology, the Geographic Information System Department was merged with Information Technology which added almost $600,000 to the Information Technology budget which is now being charged out in the interdepartmental charges. In the Vehicle Maintenance Fund, the increase is mainly due to the increased costs of vehicle maintenance as well as the cost of fuel. For the Vehicle Replacement Fund, the increase reflects additional allocations to ensure sufficient revenues are available to replace equipment at the end of its useful life. More discussion on the costs can be found in the Expenditures section of this report.

Redevelopment revenues are expected to total $3.4 million in the upcoming year, a decrease of 2.9%, or $155,000, from the projections from the previous year. This decrease is the result of an estimated 2.4% decrease in property tax increment revenues collected for the Village.

The City has a **General Fund reserve policy** that sets a minimum reserve of 30% of the General Fund Operating Expenditures. In addition, the policy sets a target reserve of 40% to 50% of General Fund Operating Expenditures. The minimum reserve would provide approximately three to four months of operating expenditures for unforeseen emergencies. At the end of FY 2008-09, the undesignated and unreserved General Fund balance was approximately $48.3 million. At the end of FY 2009-10 the reserve is projected to be approximately $49.6 million, or 45% of the FY 2009-10 Budget. The reserve amount is consistent with Council Policy 74: General Fund Reserve Guidelines.

EXPENDITURES



The City's Preliminary Operating Budget for FY 2010-11 totals $189.1 million, which represents a decrease of about $2.0 million, or 1.1%, as compared to the adopted FY 2009-10 Budget. The changes in each of the City's programs will be discussed below.

Budgetary Policies

The theme behind this year's budget development was to incorporate a new organizational structure while maintaining a long-term plan for a balanced budget, given the continued economic uncertainty. As the City transitions from a growing and developing city to a built-out city, a new organization design needed to be developed to allow resources to be aligned with the community's future needs. During FY 2009-10, a year-long effort evaluated how the City was currently delivering services to residents and businesses and identified where opportunities existed to streamline for the future while continuing to provide high quality services. Key areas of focus included those most affected by the City's increasing maturity, such as traffic and transportation, economic and community development, environmental management and infrastructure maintenance and replacement. Based on these efforts, the City realigned the organizational structure to better serve the changing needs of the community, as well as to allow for increased efficiencies with fewer resources. The FY 2010-11 Preliminary Operating Budget was developed using the new department configuration. For comparison purposes, historical data for departments was restated to reflect the new structure, where applicable.

Responsible management of the City's resources includes maintaining a focus on a sustainable future by ensuring the City remains in good financial health. Considering that today's decisions will impact future spending levels, and given the uncertainty of the economy, the following policies were set for FY 2010-11:

- Continue to minimize service level impacts to our citizens.
- No new positions and no growth in maintenance and operations for FY 2010-11.
- No new programs will be considered unless required under a legal mandate.
- Absorb negotiated personnel contract increases where possible.
- Generally, be prudent in budgeting. Consider cost containment measures and budget discretionary items at minimum levels.

The City uses an "Expenditure Control Budget" (ECB) process in budgeting, where each department is given a block appropriation containing sufficient funds to provide the current level of services for the upcoming year. Typically, each year the block is increased by an index for growth and inflation. However, in both FY 2008-09 and FY 2009-10, as a result of the economic recession, block budgets were decreased in response to decreased revenues. Focus shifted from growth and moved to maintaining core city services and finding efficiencies in operations, allowing for lower budget levels. By planning ahead, Carlsbad was able to make those changes early, avoiding major changes for FY 2010-11. For FY 2010-11 departments absorbed inflationary increases where possible, and overall operations costs remained at the FY 2009-10 levels, anticipating a flat economy in the coming year.

Due to the City's reorganization efforts previously mentioned, block budgets were reallocated among various departments, based on the personnel and tasks assigned to each of the new and continuing departments. No increases to the overall block resulted from the realignment and no additional appropriations are expected during the year, except in the case of a significant

unanticipated event. Amounts that are unspent at the end of the fiscal year will be carried forward to the new fiscal year. At the end of FY 2009-10, the amounts carried forward by each department will be capped at no more than 10% of the previous year's adopted budget.

Budgeted Expenditures

Through the application of these guidelines and policies, the FY 2010-11 Preliminary Operating Budget of $189.1 million was developed.

Position Changes

A decrease of 13.75 full-time and 3.5 limited-term positions, representing a total decrease of 17.25 positions, is reflected in the FY 2010-11 Preliminary Operating Budget, as compared to the FY 2009-10 Adopted Budget. The total decrease includes the elimination of 12.25 positions identified through the City's realignment efforts, as well as the elimination of 5 positions that had previously been unfunded.

The FY 2010-11 Operating Budget includes the elimination of the following 13.75 full-time positions:

- 2.0 Administrative Secretaries
- 1.0 Assistant Planning Director
- 1.0 Custodian
- 2.0 Deputy City Engineers
- 0.75 Librarian II
- 1.0 Management Analyst
- 1.0 Public Works Manager
- 1.0 Recreation Specialist
- 1.0 Secretary
- 1.0 Senior Management Analyst
- 2.0 Utility Workers

In addition, the following 3.5 limited term positions have expired and will be eliminated: 2.0 Building Inspectors, 1.0 Associate Planner, and a 0.5 GIS Intern position.

In addition to the eliminated positions mentioned above, there are 6 other positions that are projected to remain unfunded for FY 2010-11. The unfunded positions provide an opportunity for departments to realize salary savings while still maintaining a count for the vacant position, which could be budgeted again in a future year once the economy improves.

The net increase in hourly staff totaled 0.5. This increase was due to an hourly maintenance worker being hired to provide a partial replacement for one of the full-time positions eliminated above.

These changes result in a City workforce of 699.0 full and three-quarter time employees, no limited term employees, and 138.94 hourly, full-time equivalent positions. As mentioned above, six of the full-time positions are not funded in the FY 2010-11 Budget.

New Facilities

The City has a large number of major capital projects scheduled to be built over the next five years. As the City completes these projects, the costs of maintaining and operating the facilities, including additional personnel if necessary, are added to the Operating Budget. The Carrillo Ranch Barn Restoration project is scheduled for completion in the Spring of 2011. Additional funds for maintaining this facility will be incorporated in the FY 2011-12 Budget.

2010-11 PRELIMINARY OPERATING BUDGET OVERVIEW

Budget by Fund Type

The table below shows the changes in the Operating Budget for FY 2010-11 compared to the Adopted Budget for FY 2009-10.

BUDGET EXPENDITURE SUMMARY BY FUND TYPE (In Millions)				
FUND	BUDGET 2009-10	BUDGET 2010-11	$ CHANGE	% CHANGE
GENERAL FUND	$ 109.1	$ 110.2	$ 1.1	1.0%
SPECIAL REVENUE	10.5	10.9	0.4	3.8%
ENTERPRISE	54.6	51.6	(3.0)	-5.5%
INTERNAL SERVICE	15.1	14.3	(0.8)	-5.3%
REDEVELOPMENT	1.8	2.1	0.3	16.7%
TOTAL	$ 191.1	$ 189.1	$ (2.0)	-1.1%

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

GENERAL FUND SUMMARY BY EXPENDITURE TYPE (In Millions)				
	BUDGET 2009-10	BUDGET 2010-11	$ CHANGE	% CHANGE
PERSONNEL	$ 74.5	$ 73.3	$ (1.2)	-1.6%
M & O	27.9	29.3	1.4	5.0%
CAPITAL OUTLAY	-	-	-	0.0%
TRANSFERS	6.7	7.6	0.9	13.4%
TOTAL	$ 109.1	$ 110.2	$ 1.1	1.0%

General Fund

The total budget for the General Fund for FY 2010-11 is $110.2 million, which is 1.0% greater than the previous year's adopted budget of $109.1 million. Net decreases in personnel partially offset net increases in maintenance and operations costs. Increases in transfers out from the General Fund to other City funds increased by $0.9 million, or 13.4%, which accounts for the remaining increase in the General Fund, as can be seen in the table above.

Personnel costs make up approximately 66% of the General Fund budget so any changes in these costs can have a significant effect on the total budget. The total personnel budget for FY 2010-11 is $73.3 million, which is $1.2 million, or 1.6%, less than the previous year's personnel budget of $74.5 million. The decrease was due to several factors, as discussed on the following page.

GENERAL FUND PERSONNEL COSTS (In Millions)				
	BUDGET 2009-10	BUDGET 2010-11	$ CHANGE	% CHANGE
SALARIES	$ 50.9	$ 50.4	$ (0.5)	-1.0%
HEALTH INSURANCE	6.4	6.1	(0.3)	-4.7%
RETIREMENT	14.9	14.5	(0.4)	-2.7%
WORKERS COMP	1.2	1.2	0.0	0.0%
OTHER PERSONNEL	1.1	1.1	0.0	0.0%
TOTAL	$ 74.5	$ 73.3	$ (1.2)	-1.6%

The table above shows the breakdown of personnel costs for the General Fund. Salaries include full and part-time staff costs. Overall, total personnel and benefits costs are projected to decrease for FY 2010-11 as compared to FY 2009-10, as discussed below. While health Insurance rates are projected to increase by 5%, and retirement rates are projected to remain flat, both these line are projected to have an overall decrease in FY 2010-11, due to the overall personnel decreases discussed below. Workers' Compensation and miscellaneous other personnel costs are projected to remain flat for FY 2010-11.

Overall, total personnel costs are projected to decrease by $1.2 million, or 1.6%, for a combination of reasons. Eliminating full-time positions and other salary savings related to the City's realignment efforts, resulted in approximately $1.2 million of savings in personnel costs. In anticipation of these personnel changes, $800,000 of these savings had already been incorporated into the FY 2009-10 adopted budget, so approximately $400,000 was realized as reduced personnel costs in FY 2010-11. The transfer of Geographic Information Systems (GIS) personnel out of the General Fund resulted in an additional reduction of $500,000 in total personnel costs. This reduction will be offset by increases in maintenance and operations costs charged to departments, as GIS services will now be allocated out through the internal service fund charges. Additionally, the transfer of approximately $1.0 million in personnel costs to Non-General Fund departments, as part of the City's realignment efforts, also reduced overall personnel costs to the General Fund. This reduction will be offset by corresponding increases in Maintenance & Operation costs due to chargeback reductions as well as by decreases in interdepartmental revenues. These total reductions are somewhat offset by the increases in salaries budgeted to occur in FY 2010-11, mainly due to previously negotiated labor contracts, netting to the overall decrease of $1.2 million in total personnel costs.

Public safety employee contract negotiations were underway, but not yet complete, at the time the Preliminary Budget was prepared. Any actions resulting from the negotiations currently underway are not included in the Preliminary Budget, but will be incorporated as part of the Final Budget once decisions are reached.

Maintenance & Operations costs (or M&O) include the budgets for all program expenses other than personnel or capital outlay, and represent about 27% of the overall General Fund budget. Overall, maintenance and operations costs are projected to increase by about $1.4 million, or 5%, mainly due to offsetting personnel decreases. The transfer of GIS personnel out of the General Fund resulted in about $600,000 in increases in maintenance and operations costs charged to departments, largely offset by $500,000 in decreases in personnel costs, as noted above. Additionally, the transfer out of personnel and M&O costs to Non-General Fund departments, as part of the City's realignment efforts, resulted in about $800,000 in

corresponding increases in M&O costs due to chargeback reductions. Finally, M&O costs were reduced in some departments in order to absorb personnel increases, when needed. These reductions were offset by miscellaneous increases that could not be absorbed without service level impacts. Maintenance and Operations costs are discussed more fully by program, later in the report.

Capital Outlay includes budgeted equipment purchases over $1,000. There are no major capital outlay purchases planned in the General Fund for FY 2010-11.

Transfers are amounts anticipated to be transferred from the General Fund to another City fund. The transfers included in this year's proposed budget are to the following funds:

- $7.2 million to the Infrastructure Replacement Fund - for major maintenance and replacement of City infrastructure. This represents 6.5% of the General Fund Revenues, an increase from the 6.0% transfer in FY 2009-10.
- $207,000 to the Storm Water Program for reimbursement for the General Fund portion of Storm Water expenses.
- $253,850 to the Median Maintenance Special Revenue Fund to cover a cash shortfall, as annual assessments collected from property owners do not cover operating expenditures.

Advances are amounts anticipated to be transferred from the General Fund to another City fund and are expected to be repaid to the General Fund in future years. The advances included in this year's proposed budget are to the following funds:

- $1.7 million to the Golf Course for operations - The Golf Course is a relatively new facility and there is only a short history to support the budget development. The Golf Course's budget and financials are on a calendar year basis. The Carlsbad Public Financing Authority approved the 2010 Golf Course Budget including an advance of $1,761,000 million from the General Fund.

- $85,000 to the South Carlsbad Coastal Redevelopment Area (SCCRDA) – The SCCRDA is not projecting to generate tax increment for FY 2010-11. However, there are activities that need to be performed to help generate tax increment producing projects within the area, such as the Ponto Development and the proposed new desalination project. Once more development occurs in this area, it is anticipated that the SCCRDA will be able to repay the General Fund advances.

Repayments are also included in the FY 2010-11 General Fund budget. The General Fund has advanced money to several funds. A portion of those advances are being repaid as follows:

- $136,000 is being repaid from the Storm Water Fund for a loan made from the General Fund to help establish this fund.

Another way of looking at the General Fund budget is by program. The chart on the following page compares the total FY 2010-11 Budget to the amounts adopted in the previous year. The significant changes are noted below the chart.

GENERAL FUND EXPENDITURES BY DEPARTMENT (In Millions)				
FUND	BUDGET 2009-10	BUDGET 2010-11	$ CHANGE	% CHANGE
POLICY/LEADERSHIP	$ 5.2	$ 5.3	$ 0.1	1.9%
COMMUNITY & ECONOMIC DEV	8.2	7.4	(0.8)	-9.8%
FINANCE	3.3	3.3	0.0	0.0%
FIRE	16.8	16.9	0.1	0.6%
HOUSING & NGHBRHD SRVCS	0.4	0.4	0.0	0.0%
HUMAN RESOURCES	2.4	2.4	0.0	0.0%
LIBRARY & ARTS	10.1	10.4	0.3	3.0%
PARKS AND RECREATION	12.5	12.4	(0.1)	-0.8%
POLICE	27.7	28.3	0.6	2.2%
PROPERTY & ENVIRO MGT	4.9	4.8	(0.1)	-2.0%
TRANSPORTATION	9.8	9.1	(0.7)	-7.1%
UTILITIES	0.3	0.3	0.0	0.0%
NON-DEPARTMENTAL	7.5	9.2	1.7	22.7%
TOTAL	$ 109.1	$ 110.2	$ 1.1	1.0%

- The **Policy/Leadership Group** includes all elected officials and the City Manager's Office, including Communications and Records Management functions. The $100,000, or 1.9%, increase for FY 2010-11 is primarily due to a projected increase in the City Clerk's office due to increase expenses related to the November 2010 election.

- The **Community and Economic Development Department** was created from the former Community Development Department and includes economic development, planning, development services, building and code enforcement, and the addition of land use engineering. Of the $800,000, or 9.8%, decrease from FY 2009-10 to FY 2010-11, $300,000 is attributable to eliminating two positions. An additional $500,000 net decrease is due to the transfer of $500,000 in GIS services out of the General Fund, to the Information Technology group. The transfer results in decreased personnel costs in the General Fund. However, since GIS costs will now be allocated to departments as part of the Information Technology Internal Service Fund charges, M&O increases to departments will occur as a result of the transfer.

- The **Finance Department** continues to provide the day-to-day accounting, financial reporting, collections, fiscal oversight, and long-term financial planning for the City. The department's budget remained relatively flat from FY 2009-10 to FY 2010-11.

- The Carlsbad **Fire Department** continues as one of the cornerstones of the City's public safety efforts, which remains a City Council priority. Services include emergency operations, emergency preparedness, and fire prevention. The $100,000 million, or 0.6%, increase for FY 2010-11 reflects additions made to fund previously contracted personnel increases. Also, due to deep overtime budget reductions made in prior years, approximately $150,000 was added back to the department's budget to meet required staffing levels on a 24/7 basis, in order to provide full emergency response coverage. Public Safety employee contract negotiations were underway, but not yet complete, at

the time the Preliminary Budget was prepared. Any actions resulting from the negotiations currently underway are not included in the Preliminary Budget, but will be incorporated as part of the Final Budget once decisions are reached.

- In the General Fund, the **Housing and Neighborhood Services Department** includes the City's neighborhood services, hiring center and volunteer programs. No change is expected for FY 2010-11 as compared to the FY 2009-10 Budget allocation.

- The **Human Resources Department** continues to support the City's full-time and part-time staff by providing services such as staffing and recruitment, employee development, performance management and compensation, and labor relations. The department's budget will remain flat from FY 2009-10 to FY 2010-11.

- The **Library and Arts Department** provides staffing and a wide variety of programming for two library branches, a library learning center, and a cultural arts office. The $300,000, or 3%, increase for FY 2010-11 is primarily due to an increase in Internal Service Fund charges, mainly related to GIS services being allocated to departments beginning in FY 2010-11.

- The **Parks and Recreation Department** continues to plan, staff and maintain the City's parks and recreational facilities, as well as provide an assortment of recreational programs for all ages. In addition, new duties will mean increased responsibilities in managing open space areas. The department's budget decreased by $100,000, or 0.8%, mainly as a result of a position elimination and a decrease in projected vehicle maintenance and replacement costs. These were offset slightly by additions made to fund previously contracted personnel increases, as well as a slight increase in M&O costs to provide funding for efforts made on the Urban Forest Management Plan.

- The Carlsbad **Police Department** continues to provide high quality service to the community to ensure the preservation of life and property, and the maintenance of law and order. The Preliminary Operating Budget shows the department's costs increasing by $600,000, or 2.2%, for FY 2010-11 as compared to FY 2009-10. This increase is partially due to additions made to fund previously contracted personnel increases and partially due to an increase in Internal Service Fund charges, including increased vehicle and equipment replacement costs, an increase in projected vehicle maintenance costs, and an allocation of GIS services. Public Safety employee contract negotiations were underway, but not yet complete, at the time the Preliminary Budget was prepared. Any actions resulting from the negotiations currently underway are not included in the Preliminary Budget, but will be incorporated as part of the Final Budget once decisions are reached.

- The **Property and Environmental Management Department** includes managing all City owned property, including real estate, buildings and vehicles. The department also manages the City's environmental programs, which include storm water, habitat and other environmental maintenance and monitoring programs. The $100,000 million, or 2.0%, decrease for FY 2010-11 as compared to the FY 2009-10 budget allocation, is mainly due to the elimination of 1.35 positions, offset by an increase for a preserve steward contract related to the City's Habitat Management Program.

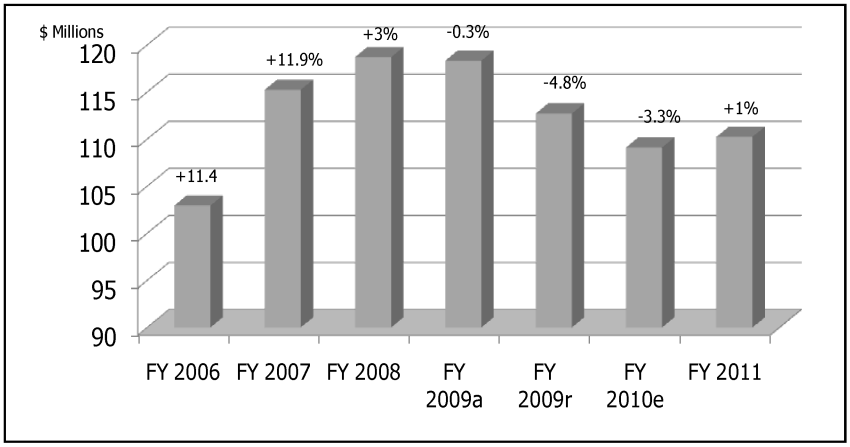
- The **Transportation Department**, previously part of the larger Public Works Department, manages all streets, traffic and other transportation services. The department shows an overall decrease of $700,000, or 7.1%. The decrease reflects the elimination of 2.95 positions previously part of the Public Works Department, as well as the transfer of some personnel, maintenance and operations, and Internal Service Fund costs to Non-General Fund departments, as part of the City's realignment efforts.

- The **Utilities Department** in the General Fund consists of Storm Drain Maintenance activities. No change is expected from FY 2010-11 as compared to the FY 2009-10 budget allocation.

- **Non-departmental** expenses include the transfers previously discussed as well as administrative and other expenses not associated with any one department. The increase of $1.7 million, or 22.7%, is attributed to $800,000 in personnel savings reflected in FY 2009-10 being spread to individual departments for FY 2010-11, and a $900,000 increase in anticipated transfers from the General Fund to other City funds.

- The **Council Contingency** account is available to the City Council for unanticipated emergencies or unforeseen program needs during the year. It is budgeted at $500,000 for FY 2010-11, which is equal to the amount budgeted for this item in FY 2009-10. The budgeted amount represents less than 1% of the FY 2010-11 General Fund Budget.

General Fund Expenditure History



As reflected in the chart to the left, the City began to slow its expenditure growth in FY 2007-08 in anticipation of the economic slowdown. The chart shows the 4.8% mid-year reduction in January 2009 and a further 3.3% reduction in FY 2009-10 to further reduce expenditures to keep in line with General Fund Revenue declines. FY 2010-11 expenditure projections remain relatively flat in anticipation of a flat economy in the coming year.

Changes in Other Funds

Special Revenue funds, at $10.9 million, are up $400,000, or 3.8%, from the prior year. This increase is mainly due to an increase in proposed spending for the City's Local Cable Infrastructure Fund due to planned expansion of the City's public access video and communications technologies for FY 2010-11.

Enterprise funds total $51.6 million, which is a decrease of $3.0 million, or 5.5% under the FY 2009-10 adopted budget. The most significant change is in Water Operations due to reduced anticipated expenditures for water purchases. Carlsbad residents have been conserving water and actual water purchases and water sales have come in significantly lower than previously anticipated; water sales in Fiscal Year 2010 will be approximately 15% lower than the prior year.

2010-11 PRELIMINARY OPERATING BUDGET OVERVIEW

Despite the increase in the cost of water purchased from the San Diego County Water Authority (18% increase in fixed costs and 9% average increase in variable costs for the fiscal year), the total amount budgeted has decreased due to the lower anticipated sales volume. The decrease in water purchases is largely offset by decreases in sales revenue.

Wastewater operations are projected to increase 3.4%, or $300,000, over the adopted budget for FY 2009-10. The operating budget includes additional funding for Encina Wastewater services and depreciation replacement transfers related to growth in the wastewater infrastructure system.

The **Internal Service** funds total $14.3 million, and are reduced $800,000, or 5.3% from the prior year. The Internal Service funds are self-supporting through user charges. Changes occurred in a number of these funds:

- The **Self Insured Benefits** budget shows a decrease of approximately $90,000 based on a decreases in health related expenses paid from the fund.

- The **Vehicle Maintenance** Fund budget has decreased by approximately $80,000 in FY 2010-11. This reflects reductions in the budgets for parts and outside vehicle maintenance expenses.

- The **Vehicle Replacement** Fund budget varies from year to year depending on the vehicles to be replaced. The budget for the fund is $264,000 less than the previous year, or a 16.8% decrease. A list of the requested vehicles can be found at the end of this document.

- The **Information Technology** Fund shows a decrease in the department's budget of approximately $400,000, or 5.8%. The budget decreased by about $600,000 due to a decrease in major capital outlay and by about $300,000 due to decreases in one-time technology investments. These decreases were partially offset by the transfer of GIS costs from the General Fund, which increased the budget by approximately $500,000.

- The **Redevelopment Agency** budgets have increased about $300,000 from the previous year, mainly due to a mandated payment to the state of approximately $277,000 projected for FY 2010-11, due to the state's budget crisis.

SUMMARY

This Preliminary Operating Budget for FY 2010-11 emphasizes maintenance and operation of the City's current infrastructure and maintaining core City services at their current levels. Being conscious of the economic slowdown, no new programs or expanded levels of service are included in the budget. The ten-year financial forecast is of concern since there are several years reflecting deficits and other years reflecting lower projected surpluses than in previous years' forecasts. Revenues and expenditures will continue to need close monitoring. The City may need to further reduce expenditures in the following three years if the assumptions made regarding the recession's recovery prove inaccurate to ensure we live within our means through these turbulent and uncertain economic times. The ten-year financial forecast is a useful tool to help manage our way through the economic uncertainty.

The City of Carlsbad has a diverse revenue base and is in a good economic position; however, Carlsbad is not immune to the economy. The planning and foresight by the City Council and residents have provided a sound economic base for the City. Fiscal conservatism, which has consistently been the City's overall approach to managing its finances, is even more important during these economically uncertain times.

2010-11 PRELIMINARY OPERATING BUDGET OVERVIEW

The City recently completed a citywide redesign in order to adapt to the transition from a growing and developing city to a built-out city. The new organization structure is designed to better serve the changing needs of the community, as well as to allow for increased efficiencies with fewer resources, while continuing to provide high quality services. The FY 2010-11 Preliminary Operating Budget was developed using the new department configuration.

The Carlsbad City Council's annual goal setting process this year focused on supporting an excellent quality of life as the City transitions from a period of growth to a new era focusing on economic, environmental and community sustainability. Maintaining core city services at their current levels was the top priority in developing the budget for the coming fiscal year. Other priorities focus on supporting the important values identified through Envision Carlsbad, a City-sponsored program to create a community vision for Carlsbad's future.

CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES

FUND	UNRESERVED BALANCE JULY 1, 2009	PROJECTED REVENUES	PROJECTED EXPENDITURES	ADVANCES & FUND TRANSFERS	OTHER CHANGES	PROJECTED BALANCE JUNE 30, 2010
GENERAL FUND	$47,816,416 *	$114,836,000	$111,297,765			$51,354,651 *
REPAYMENT FROM SOLID WASTE	0	0	0	136,000		136,000
ADVANCE TO GOLF COURSE FUND	0	0	0	(1,850,000)		(1,850,000)
ADVANCE TO MEDIAN MAINTENANCE	0	0	0	(166,500)		(166,500)
ADVANCE TO SCCRDA	0	0	0	(454,000)		(454,000)
ADVANCE TO VILLAGE RDA	0	0	0	(1,860,000)		(1,860,000)
REPAYMENT FROM VILLAGE RDA	0	0	0	500,000		500,000
TRANSFER TO IT (NON-DEPT CONTINGENCY)	488,188	0	0	(488,188)		0
CHANGE IN RESERVATIONS & DESIGNATIONS	0	0	0		1,983,431	1,983,431
TOTAL GENERAL FUND	48,304,604	114,836,000	111,297,765			49,643,582
SPECIAL REVENUE						
AFFORDABLE HOUSING	12,872,395	632,000	418,481			13,085,914
BUENA VISTA CHANNEL MAINTENANCE	1,255,640	133,446	201,152			1,187,934
CITIZEN'S OPTION FOR PUBLIC SAFETY	8,786	165,000	165,000			8,786
COMMUNITY ACTIVITY GRANTS	1,063,961	9,000	40,000			1,032,961
COMMUNITY DEVELOPMENT BLOCK GRANT	33,448	635,500	291,000			377,948
CULTURAL ARTS DONATIONS	225,154	41,600	95,863			170,891
LIBRARY AND ARTS ENDOWMENT FUND	269,845	2,200	13,899			258,146
LIBRARY GIFTS/BEQUESTS	115,071	119,600	220,626			14,045
LIGHTING AND LANDSCAPING DISTRICT NO. 2	717,822	479,352	224,286			972,888
LOCAL CABLE INFRASTRUCTURE FUND	260,681	328,500	97,286			491,895
MEDIAN MAINTENANCE	380,708	367,904	849,466	166,500		65,646
POLICE ASSET FORFEITURE	697,508	143,600	69,419			771,689
POLICE GRANTS	2,203	174,300	176,503			0
PUBLIC ART	187,179	1,600	12,060			176,719
RECREATION DONATIONS	166,358	36,500	30,222			172,636
RENTAL ASSISTANCE	1,787,580	5,659,249	6,168,267			1,278,562
SENIOR DONATIONS	189,528	21,700	26,443			184,785
STREET LIGHTING	696,538	3,401,020	3,595,762			501,796
STREET TREE MAINTENANCE	382,683	475,851	634,598			223,936
TOTAL SPECIAL REVENUE	21,313,088	12,827,922	13,330,333			20,977,177
ENTERPRISE						
WATER OPERATIONS	(4,225,849)	27,565,600	29,306,071			(5,966,320)
RECYCLED WATER OPERATIONS	6,668,638	6,626,413	6,469,698			6,825,353
WASTEWATER OPERATIONS	(1,087,071)	9,381,000	10,335,711			(2,041,782)
SOLID WASTE MANAGEMENT	8,597,655	3,459,618	2,785,338	(136,000)		9,135,935
TOTAL ENTERPRISE	9,953,373	47,032,631	48,896,818			7,953,186
INTERNAL SERVICE						
WORKERS' COMPENSATION	2,496,262	1,413,210	1,602,289			2,307,183
RISK MANAGEMENT	195,109	1,588,155	1,264,285			518,979
SELF-INSURED BENEFITS	1,258,397	973,932	1,053,605			1,178,724
VEHICLE MAINTENANCE	425,852	2,712,286	2,625,195			512,943
VEHICLE REPLACEMENT	10,992,147	2,285,293	1,160,662			12,116,778
INFORMATION TECHNOLOGY	3,790,655	5,871,804	7,367,658	488,188		2,782,989
TOTAL INTERNAL SERVICE	19,158,422	14,844,680	15,073,694			19,417,596
REDEVELOPMENT						
VILLAGE OPERATIONS / DEBT SERVICE	5,005,435	2,766,000	7,488,150	1,360,000		1,643,285
VILLAGE LOW/MOD INCOME HOUSING	5,684,266	760,000	80,158			6,364,108
SCCRDA OPERATIONS / DEBT SERVICE	44,050	11,000	399,820	454,000		109,230
SCCRDA LOW/MOD INCOME HOUSING	333,902	8,000	32,934			308,968
TOTAL REDEVELOPMENT	11,067,653	3,545,000	8,001,062			8,425,591
TOTAL OPERATING FUNDS	$109,797,140	$193,086,233	$196,599,672	($1,850,000)	$1,983,431	$106,417,132

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

CITY OF CARLSBAD
OPERATING FUNDS
PROJECTED FUND BALANCES

FUND	PROJECTED BALANCE JULY 1, 2010	ESTIMATED REVENUES	ADOPTED BUDGET	ADVANCES & FUND TRANSFERS	OTHER CHANGES	PROJECTED BALANCE JUNE 30, 2011
GENERAL FUND	$49,643,582 *	$110,387,000	$110,240,000			$49,790,582 *
REPAYMENT FROM SOLID WASTE				136,000		136,000
ADVANCE TO GOLF COURSE FUND				(1,700,000)		(1,700,000)
ADVANCE TO MEDIAN MAINTENANCE						
ADVANCE TO SCCRDA				(85,000)		(85,000)
ADVANCE TO VILLAGE RDA						
REPAYMENT FROM VILLAGE RDA						
TRANSFER TO IT (NON-DEPT CONTINGENCY)						
CHANGE IN RESERVATIONS & DESIGNATIONS						
TOTAL GENERAL FUND	49,643,582	110,387,000	110,240,000			48,141,582
SPECIAL REVENUE						
AFFORDABLE HOUSING	13,085,914	432,000	500,577			13,017,337
BUENA VISTA CHANNEL MAINTENANCE	1,187,934	123,800	103,540			1,208,194
CITIZEN'S OPTION FOR PUBLIC SAFETY	8,786	112,925	112,925			8,786
COMMUNITY ACTIVITY GRANTS	1,032,961	20,000	40,000			1,012,961
COMMUNITY DEVELOPMENT BLOCK GRANT	377,948	664,419	663,954			378,413
CULTURAL ARTS DONATIONS	170,891	51,000	91,350			130,541
LIBRARY AND ARTS ENDOWMENT FUND	258,146	6,400	6,400			258,146
LIBRARY GIFTS/BEQUESTS	14,045	500	0			14,545
LIGHTING AND LANDSCAPING DISTRICT NO. 2	972,888	452,730	197,153			1,228,465
LOCAL CABLE INFRASTRUCTURE FUND	491,895	348,000	368,960			470,935
MEDIAN MAINTENANCE	65,646	614,858	680,504			0
POLICE ASSET FORFEITURE	771,689	68,000	16,530			823,159
POLICE GRANTS	0	0	0			0
PUBLIC ART	176,719	4,000	22,900			157,819
RECREATION DONATIONS	172,636	39,700	42,131			170,205
RENTAL ASSISTANCE	1,278,562	6,579,000	6,578,677			1,278,885
SENIOR DONATIONS	184,785	35,000	40,990			178,795
STREET LIGHTING	501,796	914,595	861,248			555,143
STREET TREE MAINTENANCE	223,936	469,677	612,295			81,318
TOTAL SPECIAL REVENUE	20,977,177	10,936,604	10,940,134			20,973,647
ENTERPRISE						
WATER OPERATIONS	(5,966,320)	31,143,265	30,937,259			(5,760,314)
RECYCLED WATER OPERATIONS	6,825,353	7,229,969	6,889,719			7,165,603
WASTEWATER OPERATIONS	(2,041,782)	10,311,568	10,527,823			(2,258,037)
SOLID WASTE MANAGEMENT	9,135,935	3,493,601	3,201,504	(136,000)		9,292,032
TOTAL ENTERPRISE	7,953,186	52,178,403	51,556,305			8,439,284
INTERNAL SERVICE						
WORKERS' COMPENSATION	2,307,183	1,470,091	1,841,504			1,935,770
RISK MANAGEMENT	518,979	1,583,720	1,467,171			635,528
SELF-INSURED BENEFITS	1,178,724	1,026,216	951,560			1,253,380
VEHICLE MAINTENANCE	512,943	3,200,967	2,795,426			918,484
VEHICLE REPLACEMENT	12,116,778	2,468,564	1,310,000			13,275,342
INFORMATION TECHNOLOGY	2,782,989	6,593,146	5,900,575			3,475,560
TOTAL INTERNAL SERVICE	19,417,596	16,342,704	14,266,236			21,494,064
REDEVELOPMENT						
VILLAGE OPERATIONS / DEBT SERVICE	1,643,285	2,627,000	1,774,404			2,495,881
VILLAGE LOW/MOD INCOME HOUSING	6,364,108	747,000	101,331			7,009,777
SCCRDA OPERATIONS / DEBT SERVICE	109,230	8,000	201,379	85,000		851
SCCRDA LOW/MOD INCOME HOUSING	308,968	8,000	60,410			256,558
TOTAL REDEVELOPMENT	8,425,591	3,390,000	2,137,524			9,763,067
TOTAL OPERATING FUNDS	$106,417,132	$193,234,711	$189,140,199	($1,700,000)		$108,811,644

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

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2008-09	PROJECTED REVENUE 2009-10	ESTIMATED REVENUE 2010-11	AS % OF FY 09-10 PROJECTED	DIFFERENCE 2009-10 TO 2010-11
GENERAL FUND					
TAXES					
PROPERTY TAX	$50,438,864	$49,551,000	$48,712,000	-1.7%	($839,000)
SALES TAX	24,764,881	22,059,000	22,888,000	3.8%	829,000
TRANSIENT TAX	12,752,422	11,617,000	11,965,000	3.0%	348,000
FRANCHISE TAX	5,274,095	4,885,000	5,002,000	2.4%	117,000
BUSINESS LICENSE TAX	3,421,605	3,391,000	3,462,000	2.1%	71,000
TRANSFER TAX	621,432	500,000	804,000	60.8%	304,000
TOTAL TAXES	97,273,299	92,003,000	92,833,000	0.9%	830,000
INTERGOVERNMENTAL					
VEHICLE LICENSE FEES	353,406	300,000	408,000	36.0%	108,000
HOMEOWNERS EXEMPTION	375,653	378,000	381,000	0.8%	3,000
OTHER INTERGOVERNMENTAL	1,092,203	664,000	956,000	44.0%	292,000
TOTAL INTERGOVERNMENTAL	1,821,262	1,342,000	1,745,000	30.0%	403,000
LICENSES AND PERMITS					
BUILDING PERMITS	450,180	575,000	658,000	14.4%	83,000
OTHER LICENSES & PERMITS	572,157	685,000	725,000	5.8%	40,000
TOTAL LICENSES & PERMITS	1,022,337	1,260,000	1,383,000	9.8%	123,000
CHARGES FOR SERVICES					
PLANNING FEES	418,687	350,000	410,000	17.1%	60,000
BUILDING DEPT. FEES	378,731	534,000	610,000	14.2%	76,000
ENGINEERING FEES	503,814	753,000	750,000	-0.4%	(3,000)
AMBULANCE FEES	2,079,718	2,508,000	2,532,000	1.0%	24,000
RECREATION FEES	1,804,080	1,700,000	1,743,000	2.5%	43,000
OTHER CHARGES OR FEES	1,007,245	917,000	569,000	-38.0%	(348,000)
TOTAL CHARGES FOR SERVICES	6,192,275	6,762,000	6,614,000	-2.2%	(148,000)
FINES AND FORFEITURES	1,308,090	1,100,000	1,123,000	2.1%	23,000
INCOME FROM INVESTMENTS AND PROPERTY*	3,716,201	7,414,000	2,916,000	-60.7%	(4,498,000)
INTERDEPARTMENTAL CHARGES	3,675,858	3,976,000	2,786,000	-29.9%	(1,190,000)
OTHER REVENUE SOURCES	855,677	979,000	987,000	0.8%	8,000
TOTAL GENERAL FUND	$115,864,999	$114,836,000	$110,387,000	-3.9%	($4,449,000)

* INTEREST IS CALCULATED ON AN AMORTIZED COST BASIS

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2008-09	PROJECTED REVENUE 2009-10	ESTIMATED REVENUE 2010-11	AS % OF FY 09-10 PROJECTED	DIFFERENCE 2009-10 TO 2010-11
SPECIAL REVENUE FUNDS					
AFFORDABLE HOUSING					
AFFORDABLE HOUSING FEES	$18,060	$41,500	$25,000	-39.8%	($16,500)
FEDERAL GRANT	631,407	220,000	7,000	-96.8%	(213,000)
STATE GRANT	0	1,000	0	-100.0%	(1,000)
INTEREST	551,402	115,700	325,000	180.9%	209,300
OTHER	387,479	253,800	75,000	-70.5%	(178,800)
TOTAL AFFORDABLE HOUSING	1,588,348	632,000	432,000	-31.7%	(200,000)
BUENA VISTA CHANNEL MAINTENANCE					
BUENA VISTA FEES	102,248	100,000	100,000	0.0%	0
INTEREST	53,024	33,446	23,800	-28.8%	(9,646)
TOTAL BUENA VISTA CHANNEL MAINTENANCE	155,272	133,446	123,800	-7.2%	(9,646)
CITIZEN'S OPTION FOR PUBLIC SAFETY					
STATE FUNDING (AB3229)	100,525	165,000	112,925	-31.6%	(52,075)
INTEREST	6,583	0	0	0.0%	0
TOTAL CITIZENS OPTION FOR PUBLIC SAFETY	107,108	165,000	112,925	-31.6%	(52,075)
COMMUNITY ACTIVITY GRANTS					
INTEREST	46,434	9,000	20,000	122.2%	11,000
TOTAL COMMUNITY ACTIVITY GRANTS	46,434	9,000	20,000	122.2%	11,000
COMMUNITY DEVELOPMENT BLOCK GRANT					
FEDERAL GRANT	891,532	635,500	664,419	4.6%	28,919
INTEREST	51,175	0	0	0.0%	0
OTHER	41,283	0	0	0.0%	0
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT	983,990	635,500	664,419	4.6%	28,919
CULTURAL ARTS DONATIONS					
DONATIONS	20,300	36,800	42,000	14.1%	5,200
INTEREST	7,736	1,000	0	-100.0%	(1,000)
OTHER	12,769	3,800	9,000	136.8%	5,200
TOTAL CULTURAL ARTS DONATIONS	40,805	41,600	51,000	22.6%	9,400
LIBRARY AND ARTS ENDOWMENT FUND					
INTEREST	12,953	2,200	6,400	190.9%	4,200
TOTAL LIBRARY AND ARTS ENDOWMENT FUND	12,953	2,200	6,400	190.9%	4,200
LIBRARY GIFTS/BEQUESTS					
GIFTS/BEQUESTS	95,249	119,200	0	-100.0%	(119,200)
INTEREST	5,470	400	500	25.0%	100
OTHER	0	0	0	0.0%	0
TOTAL LIBRARY GIFTS/BEQUESTS	100,719	119,600	500	-99.6%	(119,100)
LIGHTING AND LANDSCAPING DISTRICT NO. #2					
LLD #2 FEES	365,833	458,183	433,230	-5.5%	(24,953)
INTEREST	25,518	21,169	19,500	-7.9%	(1,669)
OTHER	0	0	0	0.0%	0
TOTAL LIGHTING AND LANDSCAPING DIST. NO. #2	391,351	479,352	452,730	-5.6%	(26,622)
LOCAL CABLE INFRASTRUCTURE FUND					
CABLE FEES	355,746	325,000	345,000	6.2%	20,000
INTEREST	8,792	3,500	3,000	-14.3%	(500)
TOTAL LOCAL CABLE INFRASTRUCTURE FUND	364,538	328,500	348,000	5.9%	19,500
MEDIAN MAINTENANCE					
MEDIAN MAINTENANCE FEES	363,137	367,904	614,858	67.1%	246,954
INTEREST	574	0	0	0.0%	0
TOTAL MEDIAN MAINTENANCE	363,711	367,904	614,858	67.1%	246,954
POLICE ASSET FORFEITURE					
ASSET FORFEITURES	94,236	136,400	50,000	-63.3%	(86,400)
INTEREST	30,188	7,200	18,000	150.0%	10,800
OTHER	2,865	0	0	0.0%	0
TOTAL POLICE ASSET FORFEITURE	127,289	143,600	68,000	-52.7%	(75,600)
POLICE GRANTS					
FEDERAL GRANT	0	174,300	0	-100.0%	(174,300)
INTEREST	88	0	0	0.0%	0
TOTAL POLICE GRANTS	$88	$174,300	$0	-100.0%	($174,300)

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2008-09	PROJECTED REVENUE 2009-10	ESTIMATED REVENUE 2010-11	AS % OF FY 09-10 PROJECTED	DIFFERENCE 2009-10 TO 2010-11
SPECIAL REVENUE FUNDS - CONTINUED					
PUBLIC ART					
INTEREST	$8,608	$1,600	$4,000	150.0%	$2,400
TOTAL PUBLIC ART	8,608	1,600	4,000	150.0%	2,400
RECREATION DONATIONS					
DONATIONS	28,857	34,800	39,700	14.1%	4,900
INTEREST	6,836	1,700	0	-100.0%	(1,700)
TOTAL RECREATION DONATIONS	35,693	36,500	39,700	8.8%	3,200
RENTAL ASSISTANCE					
FEDERAL GRANT	5,535,430	5,635,849	6,564,000	16.5%	928,151
INTEREST	50,699	11,600	10,000	-13.8%	(1,600)
OTHER	4,966	11,800	5,000	-57.6%	(6,800)
TOTAL RENTAL ASSISTANCE	5,591,095	5,659,249	6,579,000	16.3%	919,751
SENIOR DONATIONS					
DONATIONS	31,516	20,000	30,000	50.0%	10,000
INTEREST	8,239	1,700	5,000	194.1%	3,300
OTHER	0	0	0	0.0%	0
TOTAL SENIOR DONATIONS	39,755	21,700	35,000	61.3%	13,300
STREET LIGHTING					
FEDERAL GRANT	0	2,481,900	0	-100.0%	(2,481,900)
STREET LIGHTING FEES	722,148	727,442	728,572	0.2%	1,130
OTHER	237,387	177,981	176,023	-1.1%	(1,958)
INTEREST	34,461	13,697	10,000	-27.0%	(3,697)
TOTAL STREET LIGHTING	993,996	3,401,020	914,595	-73.1%	(2,486,425)
STREET TREE MAINTENANCE					
TREE MAINTENANCE FEES	465,080	465,401	465,177	-0.1%	(224)
INTEREST	17,218	10,450	4,500	-56.9%	(5,950)
TOTAL STREET TREE MAINTENANCE	482,298	475,851	469,677	-1.3%	(6,174)
TOTAL SPECIAL REVENUE FUNDS	$11,434,051	$12,827,922	$10,936,604	-14.7%	($1,891,318)

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2008-09	PROJECTED REVENUE 2009-10	ESTIMATED REVENUE 2010-11	AS % OF FY 09-10 PROJECTED	DIFFERENCE 2009-10 TO 2010-11
ENTERPRISE FUNDS					
WATER OPERATIONS					
WATER SALES	$15,204,294	$17,000,000	$19,372,448	14.0%	$2,372,448
READY TO SERVE CHARGES	5,409,511	7,000,000	7,976,890	14.0%	976,890
PROPERTY TAXES	2,889,601	2,775,000	2,730,000	-1.6%	(45,000)
NEW ACCOUNT CHARGES	105,067	80,000	80,000	0.0%	0
BACK-FLOW PROGRAM FEES	115,187	100,000	100,000	0.0%	0
PENALTY FEES	258,577	233,600	232,000	-0.7%	(1,600)
INTEREST	(103,039)	1,500	1,500	0.0%	0
ENGINEERING OVERHEAD	0	0	209,927	0.0%	209,927
SERVICE CONNECTION FEES	80,936	48,000	48,000	0.0%	0
AGRICULTURAL CREDITS	81,448	0	80,000	0.0%	80,000
OTHER	10,137,209	327,500	312,500	-4.6%	(15,000)
TOTAL WATER OPERATIONS	34,178,791	27,565,600	31,143,265	13.0%	3,577,665
RECYCLED WATER OPERATIONS					
WATER SALES	3,172,183	4,200,000	4,786,134	14.0%	586,134
READY-TO-SERVE CHARGE	281,731	400,000	455,822	14.0%	55,822
RECYCLED WATER CREDITS	1,665,434	1,500,000	1,500,000	0.0%	0
INTEREST	346,581	200,000	200,000	0.0%	0
OTHER	285,193	326,413	288,013	-11.8%	(38,400)
TOTAL RECYCLED WATER OPERATIONS	5,751,122	6,626,413	7,229,969	9.1%	603,556
WASTEWATER OPERATIONS					
SERVICE CHARGES	8,431,333	9,200,000	9,871,455	7.3%	671,455
MISC SEWER	24,717	20,000	20,000	0.0%	0
ENGINEERING OVERHEAD	0	0	284,113	0.0%	284,113
PENALTY FEES	75,283	60,000	60,000	0.0%	0
INTEREST	91,784	51,000	51,000	0.0%	0
OTHER	108,423	50,000	25,000	-50.0%	(25,000)
TOTAL WASTEWATER OPERATIONS	8,731,540	9,381,000	10,311,568	9.9%	930,568
SOLID WASTE MANAGEMENT					
INTEREST	372,739	223,000	223,000	0.0%	0
RECYCLING FEES (AB939)	279,723	275,000	275,000	0.0%	0
PENALTY FEES	56,751	52,000	52,000	0.0%	0
TRASH SURCHARGE	2,695,350	2,645,605	2,658,434	0.5%	12,829
OTHER	262,428	264,013	285,167	-8.0%	21,154
TOTAL SOLID WASTE MANAGEMENT	3,666,991	3,459,618	3,493,601	1.0%	33,983
TOTAL ENTERPRISE FUNDS	$52,328,444	$47,032,631	$52,178,403	10.9%	$5,145,772

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2008-09	PROJECTED REVENUE 2009-10	ESTIMATED REVENUE 2010-11	AS % OF FY 09-10 PROJECTED	DIFFERENCE 2009-10 TO 2010-11
INTERNAL SERVICE FUNDS					
WORKERS' COMPENSATION					
INTERDEPARTMENTAL	$1,397,001	$1,327,400	$1,327,400	0.0%	$0
INTEREST	261,006	67,398	142,691	111.7%	75,293
OTHER	44,876	18,412	0	-100.0%	(18,412)
TOTAL WORKERS' COMPENSATION	1,702,883	1,413,210	1,470,091	4.0%	56,881
RISK MANAGEMENT					
INTERDEPARTMENTAL	1,324,610	1,563,720	1,563,720	0.0%	0
INTEREST	10,376	5,682	0	-100.0%	(5,682)
OTHER	24,720	18,753	20,000	6.7%	1,247
TOTAL RISK MANAGEMENT	1,359,706	1,588,155	1,583,720	-0.3%	(4,435)
SELF-INSURED BENEFITS					
INTERDEPARTMENTAL	945,341	891,042	951,216	6.8%	60,174
OTHER	37,322	82,890	75,000	-9.5%	(7,890)
TOTAL SELF-INSURED BENEFITS	982,663	973,932	1,026,216	5.4%	52,284
VEHICLE MAINTENANCE					
INTERDEPARTMENTAL	2,736,744	2,680,547	3,170,467	18.3%	489,920
INTEREST	8,338	3,798	0	-100.0%	(3,798)
OTHER	34,275	27,941	30,500	9.2%	2,559
TOTAL VEHICLE MAINTENANCE	2,779,357	2,712,286	3,200,967	18.0%	488,681
VEHICLE REPLACEMENT					
INTERDEPARTMENTAL	2,147,933	2,142,649	2,191,718	2.3%	49,069
INTEREST	454,978	142,644	276,846	94.1%	134,202
TOTAL VEHICLE REPLACEMENT	2,602,911	2,285,293	2,468,564	8.0%	183,271
INFORMATION TECHNOLOGY					
INTERDEPARTMENTAL	5,865,580	5,828,154	6,515,146	11.8%	686,992
INTEREST	148,721	43,650	78,000	78.7%	34,350
TOTAL INFORMATION TECHNOLOGY	6,423,428	5,871,804	6,593,146	12.3%	721,342
TOTAL INTERNAL SERVICE FUNDS	$15,850,948	$14,844,680	$16,342,704	10.1%	$1,498,024

CITY OF CARLSBAD
OPERATING FUNDS
REVENUE ESTIMATES

REVENUE SOURCE	ACTUAL REVENUE 2008-09	PROJECTED REVENUE 2009-10	ESTIMATED REVENUE 2010-11	AS % OF FY 09-10 PROJECTED	DIFFERENCE 2009-10 TO 2010-11
REDEVELOPMENT FUNDS					
VILLAGE OPERATIONS / DEBT SERVICE					
RENTAL INCOME	$46,354	$14,000	$14,000	0.0%	$0
TAX INCREMENT	2,836,483	2,643,000	2,580,000	-2.4%	(63,000)
INTEREST	164,756	90,000	33,000	-63.3%	(57,000)
OTHER	0	19,000	0	-100.0%	(19,000)
TOTAL VILLAGE OPERATIONS / DEBT SERVICE	3,047,593	2,766,000	2,627,000	-5.0%	(139,000)
VILLAGE LOW AND MOD INCOME HOUSING					
TAX INCREMENT	709,121	632,000	647,000	2.4%	15,000
INTEREST	243,199	128,000	100,000	-21.9%	(28,000)
TOTAL VILLAGE LOW AND MOD INCOME HOUSING	952,320	760,000	747,000	-1.7%	(13,000)
SCCRDA OPERATIONS / DEBT SERVICE					
INTEREST	3,733	11,000	8,000	-27.3%	(3,000)
TOTAL SCCRDA OPERATIONS / DEBT SERVICE	3,733	11,000	8,000	-27.3%	(3,000)
SCCRDA LOW AND MOD INCOME HOUSING					
INTEREST	14,842	8,000	8,000	0.0%	0
TOTAL SCCRDA LOW AND MOD INCOME HOUSING	14,842	8,000	8,000	0.0%	0
TOTAL REDEVELOPMENT FUNDS	$4,018,488	$3,545,000	$3,390,000	-4.4%	($155,000)
TOTAL OPERATING	**$199,496,930**	**$193,086,233**	**$193,234,711**	**0.1%**	**$148,478**

CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE

DEPARTMENT	2007-08 ACTUAL*	2008-09 ACTUALS *	2009-10 ESTIMATED EXPENDITURES *	2009-10 BUDGET *	2010-11 BUDGET	%INCR (DEC) 09-10 BUD TO 10-11 BUD
GENERAL FUND						
POLICY AND LEADERSHIP GROUP						
CITY COUNCIL	$384,942	$356,218	$324,888	$390,802	$373,363	-4.5%
CITY CLERK	179,315	121,958	107,628	129,737	274,841	111.8%
CITY TREASURER	175,954	185,441	190,672	189,913	196,488	3.5%
CITY MANAGER	1,637,999	1,457,435	1,794,225	1,608,989	1,570,323	-2.4%
COMMUNICATIONS	995,611	674,407	721,398	693,141	691,628	-0.2%
CITY ATTORNEY	1,318,200	1,288,406	1,272,169	1,292,986	1,312,291	1.5%
RECORDS MANAGEMENT	889,549	844,886	782,821	856,942	863,024	0.7%
TOTAL POLICY AND LEADERSHIP GROUP	5,581,570	4,928,751	5,193,801	5,162,510	5,281,958	2.3%
COMMUNITY AND ECONOMIC DEVELOPMENT	8,665,158	8,257,699	8,264,961	8,192,663	7,433,968	-9.3%
FINANCE	3,976,423	3,412,776	3,092,919	3,300,460	3,298,808	-0.1%
FIRE	17,446,853	17,358,775	17,170,075	16,770,859	16,921,360	0.9%
HOUSING AND NEIGHBORHOOD SERVICES	373,464	356,691	380,405	427,883	430,182	0.5%
HUMAN RESOURCES	2,476,766	2,233,597	2,047,016	2,397,237	2,374,297	-1.0%
LIBRARY AND ARTS	10,304,695	10,554,221	9,850,276	10,099,684	10,418,723	3.2%
PARKS AND RECREATION	12,713,824	12,546,071	12,465,382	12,557,269	12,428,761	-1.0%
POLICE	26,046,951	27,435,164	27,049,583	27,710,998	28,272,776	2.0%
PROPERTY AND ENVIROMENTAL MANAGEMENT	4,718,426	5,068,488	5,426,796	4,908,529	4,802,415	-2.2%
TRANSPORTATION	9,615,341	9,415,301	9,285,282	9,825,393	9,116,428	-7.2%
UTILITIES	$322,663	$283,705	$275,928	$295,701	$262,108	-11.4%

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

* ACTUALS, ESTIMATED EXPENDITURES AND BUDGET HAVE BEEN ADJUSTED TO REFLECT THE CITY'S REORGANIZATION IMPLEMENTATION.

CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE

DEPARTMENT	2007-08 ACTUAL*	2008-09 ACTUALS *	2009-10 ESTIMATED EXPENDITURES *	2009-10 BUDGET *	2010-11 BUDGET	%INCR (DEC) 09-10 BUD TO 10-11 BUD
GENERAL FUND - CONTINUED						
MISCELLANEOUS NON-DEPARTMENTAL						
EXPENDITURES						
BEACH PARKING	$1,625	$1,323	$1,482	$36,000	$0	-100.0%
COMMUNITY CONTRIBUTIONS	45,000	649,645	20,000	0	0	-
DISASTER PREPAREDNESS	595,957	16,412	0	0	0	-
DUES & SUBSCRIPTIONS	52,904	58,115	55,081	73,800	73,800	0.0%
LEGAL SERVICES	246,666	102,612	23,228	160,000	160,000	0.0%
MISCELLANEOUS EXPENDITURES	218,653	258,362	491,035	208,946	152,500	-27.0%
OTHER MISCSELLANEOUS EXPENDITURES	0	0	0	0	6,066	-
PERSONNEL SAVINGS	0	0	0	(800,000)	0	-100.0%
PROPERTY TAX & OTHER ADMINISTRATION	426,282	624,525	649,515	565,000	670,000	18.6%
TOTAL EXPEDNITURES	1,587,087	1,710,994	1,240,341	243,746	1,062,366	335.8%
TRANSFERS						
HOSP GROVE DEBT SERVICE	275,000	90,000	0	0	0	-
INFRASTRUCTURE REPLACEMENT FUND	7,900,000	7,800,000	6,538,000	6,538,000	7,175,000	9.7%
MISCELLANEOUS TRANSFERS OUT	10,850,000	319,445	2,840,000	0	0	-
TRANSFER TO LLD#1 (MEDIANS)	0	0	0	0	253,850	-
TRANSFER TO STORM WATER PROGRAM	138,800	154,273	177,000	177,000	207,000	16.9%
TOTAL TRANSFERS	19,163,800	8,363,718	9,555,000	6,715,000	7,635,850	13.7%
TOTAL MISCELLANEOUS NON-DEPARTMENTAL	$20,750,887	$10,074,712	$10,795,341	$6,958,746	$8,698,216	25.0%
SUBTOTAL GENERAL FUND	122,993,021	111,925,951	111,297,765	108,607,932	109,740,000	1.0%
CONTINGENCIES	0	0	0	500,000	500,000	0.0%
TOTAL GENERAL FUND	$122,993,021	$111,925,951	$111,297,765	$109,107,932	$110,240,000	1.0%

CITY OF CARLSBAD
OPERATING FUNDS
BUDGET EXPENDITURE SCHEDULE

DEPARTMENT	2007-08 ACTUAL*	2008-09 ACTUALS *	2009-10 ESTIMATED EXPENDITURES *	2009-10 BUDGET *	2010-11 BUDGET	%INCR (DEC) 09-10 BUD TO 10-11 BUD
SPECIAL REVENUE FUNDS						
AFFORDABLE HOUSING	$348,036	$432,908	$418,481	$500,961	$500,577	-0.1%
BUENA VISTA CHANNEL MAINTENANCE	56,158	39,304	201,152	74,200	103,540	39.5%
CITIZEN'S OPTION FOR PUBLIC SAFETY	181,308	200,883	165,000	171,880	112,925	-34.3%
COMMUNITY ACTIVITY GRANTS	30,000	29,000	40,000	40,000	40,000	0.0%
COMMUNITY DEVELOPMENT BLOCK GRANT	458,044	1,034,621	291,000	730,120	663,954	-9.1%
CULTURAL ARTS DONATIONS	67,573	86,979	95,863	92,055	91,350	-0.8%
LIBRARY AND ARTS ENDOWMENT FUND	25,791	15,670	13,899	15,000	6,400	-57.3%
LIBRARY GIFTS/BEQUESTS	68,819	159,709	220,626	6,000	0	-100.0%
LIGHTING AND LANDSCAPING DISTRICT NO. 2	197,329	186,997	224,286	222,036	197,153	-11.2%
LOCAL CABLE INFRASTRUCTURE FUND	0	172,523	97,286	60,901	368,960	505.8%
MEDIAN MAINTENANCE	492,146	552,874	849,466	678,068	680,504	0.4%
POLICE ASSET FORFEITURE	28,531	249,394	69,419	42,000	16,530	-60.6%
POLICE GRANTS	28,210	0	176,503	0	0	-
PUBLIC ART	5,424	33,488	12,060	20,000	22,900	14.5%
RECREATION DONATIONS	8,223	10,295	30,222	72,800	42,131	-42.1%
RENTAL ASSISTANCE	5,283,978	6,158,419	6,168,267	6,169,619	6,578,677	6.6%
SENIOR DONATIONS	42,445	29,079	26,443	35,500	40,990	15.5%
STREET LIGHTING	1,117,957	1,007,361	3,595,762	979,254	861,248	-12.1%
STREET TREE MAINTENANCE	532,878	556,124	634,598	605,930	612,295	1.1%
TOTAL SPECIAL REVENUE FUNDS	$8,972,850	$10,955,628	$13,330,333	$10,516,324	$10,940,134	4.0%
ENTERPRISE FUNDS						
WATER OPERATIONS	$25,113,222	$26,239,389	$29,306,071	$34,795,184	$30,937,259	-11.1%
RECYCLED WATER OPERATIONS	5,723,093	6,007,633	6,469,698	6,412,539	6,889,719	7.4%
WASTEWATER OPERATIONS	9,865,271	11,494,070	10,335,711	10,184,486	10,527,823	3.4%
SOLID WASTE MANAGEMENT	2,588,116	2,580,222	2,785,338	3,178,116	3,201,504	0.7%
TOTAL ENTERPRISE FUNDS	$43,289,702	$46,321,314	$48,896,818	$54,570,325	$51,556,305	-5.5%
INTERNAL SERVICE FUNDS						
WORKERS' COMPENSATION	$1,814,833	$2,194,246	$1,602,289	$1,835,863	$1,841,504	0.3%
RISK MANAGEMENT	980,048	1,309,057	1,264,285	1,459,811	1,467,171	0.5%
SELF-INSURED BENEFITS	1,402,755	976,127	1,053,605	1,044,791	951,560	-8.9%
VEHICLE MAINTENANCE	2,647,186	2,440,291	2,625,195	2,872,626	2,795,426	-2.7%
VEHICLE REPLACEMENT	731,987	1,398,923	1,160,662	1,574,000	1,310,000	-16.8%
INFORMATION TECHNOLOGY	5,895,061	5,792,178	7,367,658	6,263,186	5,900,575	-5.8%
TOTAL INTERNAL SERVICE FUNDS	$13,471,870	$14,110,822	$15,073,694	$15,050,277	$14,266,236	-5.2%
REDEVELOPMENT						
VILLAGE OPERATIONS / DEBT SVC	$2,217,591	$2,048,177	$7,488,150	$1,501,567	$1,774,404	18.2%
VILLAGE LOW/MOD INCOME HSNG	74,039	79,990	80,158	100,616	101,331	0.7%
SCCRDA OPERATIONS / DEBT SVC	197,933	126,621	399,820	201,599	201,379	-0.1%
SCCRDA LOW/MOD INCOME HSNG	32,062	53,044	32,934	42,981	60,410	40.6%
TOTAL REDEVELOPMENT	$2,521,625	$2,307,832	$8,001,062	$1,846,763	$2,137,524	15.7%
TOTAL OPERATING FUNDS	$191,249,068	$185,621,547	$196,599,672	$191,091,621	$189,140,199	-1.0%

General Fund	$110,240,000
Non GF	78,900,199
	$189,140,199

NOTE: Estimated expenditures may exceed Adopted Budget since they include prior year budget appropriations.

* ACTUALS, ESTIMATED EXPENDITURES AND BUDGET HAVE BEEN ADJUSTED TO REFLECT THE CITY'S REORGANIZATION IMPLEMENTATION.

PERSONNEL ALLOCATIONS

	FINAL BUDGET 2008-09	FINAL BUDGET 2009-10	PRELIMINARY BUDGET 2010-11	2010-11 REQUESTED CHANGES
POLICY AND LEADERSHIP GROUP				
CITY COUNCIL	1.00	1.00	1.00	0.00
CITY TREASURER	0.75	0.75	0.75	0.00
CITY MANAGER	9.00	8.00	8.00	0.00
COMMUNICATIONS	2.75	2.75	2.75	0.00
CITY ATTORNEY	7.00	7.00	7.00	0.00
RECORDS MANAGEMENT	8.00	8.00	8.00	0.00
COMMUNITY AND ECONOMIC DEVELOPMENT				
COMMUNITY DEVELOPMENT ADMINISTRATION	6.00	6.00	4.90	(1.10)
LAND DEVELOPMENT ENGINEERING	12.00	12.00	12.00	0.00
LAND USE PLANNING	24.00	24.00	22.50	(1.50)
BUILDING INSPECTION	14.00	14.00	14.00	0.00
SOUTH CARLSBAD RDA OPERATIONS	0.00	0.00	0.60	0.60
FINANCE				
FINANCE AND RISK MANAGEMENT	31.00	31.00	30.50	(0.50)
FIRE				
FIRE	88.75	88.75	88.75	0.00
HOUSING AND NEIGHBORHOOD SERVICES				
HOUSING AND NEIGHBORHOOD SERVICES	11.00	11.00	11.00	0.00
HUMAN RESOURCES				
HUMAN RESOURCES & WORKERS COMP	10.00	10.00	9.00	(1.00)
INFORMATION TECHNOLOGY				
INFORMATION TECHNOLOGY	23.50	23.00	22.50	(0.50)
LIBRARY & ARTS				
LIBRARY	48.00	48.00	47.25	(0.75)
CULTURAL ARTS	5.00	5.00	5.00	0.00
PARKS AND RECREATION				
PARKS AND RECREATION	73.50	72.95	71.95	(1.00)
POLICE				
POLICE	162.00	162.00	162.00	0.00
PROPERTY AND ENVIRONMENTAL MANAGEMENT				
PROPERTY AND ENVIRONMENTAL MANAGEMENT	43.05	43.25	41.60	(1.65)
TRANSPORTATION				
TRANSPORTATION	63.20	62.35	58.40	(3.95)
UTILITIES				
MAINTENANCE AND OPERATIONS	70.75	71.95	69.55	(2.40)
FULL AND 3/4 TIME LABOR FORCE	**714.25**	**712.75**	**699.00**	**(13.75)**

SUMMARY OF REQUESTED LABOR FORCE BY CATEGORY

	2008-09	2009-10	2010-11	Difference
Full Time Personnel	709.00	707.50	694.50	(13.00)
3/4 Time Personnel in Full Time Count	5.25	5.25	4.50	(0.75)
Limited Term Personnel	4.50	3.50	0.00	(3.50)
Unfunded Full Time Positions	(3.00)	(12.00)	(6.00)	N/A
Hourly Full Time Equivalent Personnel	137.83	138.44	138.94	0.50
TOTAL LABOR FORCE*	**853.58**	**842.69**	**831.94**	**(16.75)**

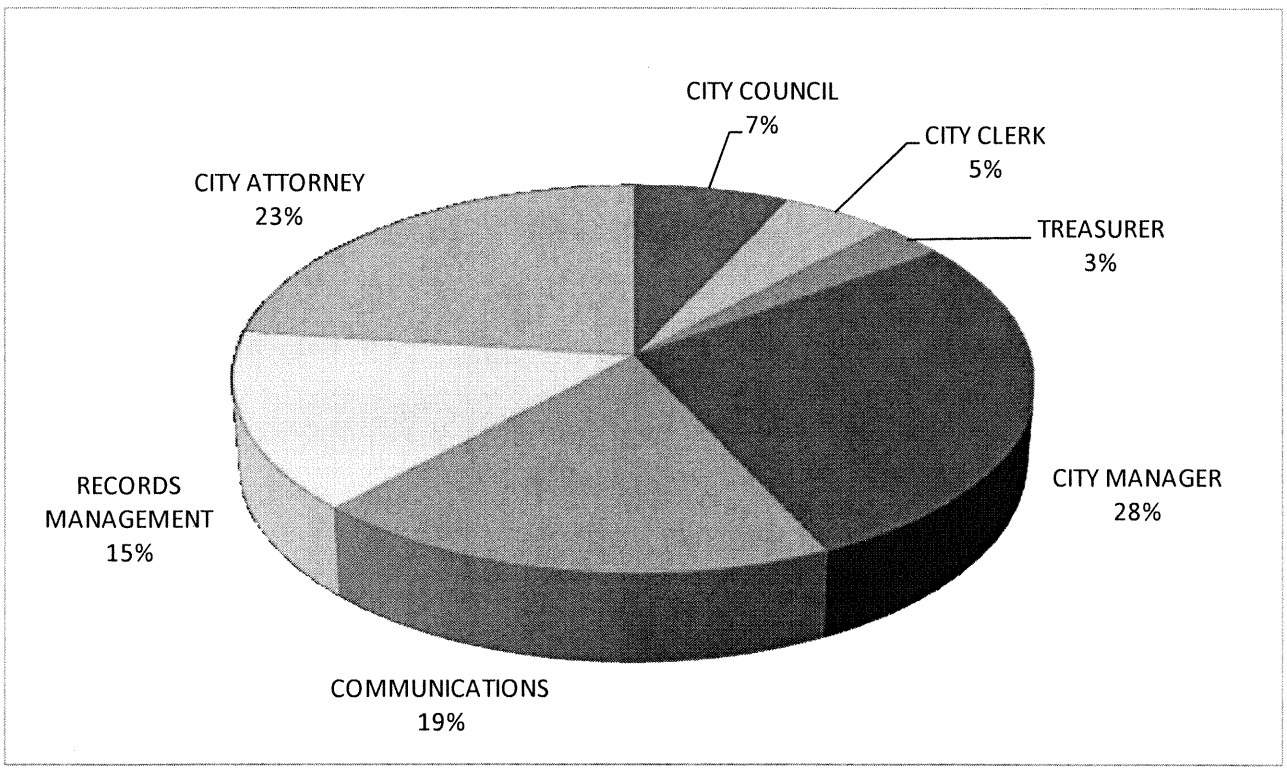
Policy & Leadership Group

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: POLICY AND LEADERSHIP
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$3,915,275	$3,681,512	$3,968,016	$3,912,636
MAINTENANCE & OPERATIONS	1,651,135	1,346,835	1,194,494	1,655,697
CAPITAL OUTLAY	15,160	72,927	60,901	82,585
GRAND TOTAL	$5,581,570	$5,101,274	$5,223,411	$5,650,918
FULL TIME POSITIONS	**27.50**	**28.50**	**27.50**	**27.50**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**



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

ACCT NO. 0010110

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$287,598	$285,122	$310,053	$279,644
MAINTENANCE & OPERATIONS	97,344	71,096	80,749	93,719
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$384,942	$356,218	$390,802	$373,363
FULL TIME POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM GROUP DESCRIPTION:

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

PROGRAM ACTIVITIES:

Meeting Attendance

- Prepare for and attend City Council meetings, as well as various regional committee and community meetings.
- Provide policy direction to City Manager and staff.
- Respond to the needs and requests of the residents of Carlsbad through personal contact and correspondence.

COMMUNITY VISION:

Small town feel, beach community character and connectedness
Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the City's culture of civic engagement, volunteerism and philanthropy.

Open space and the natural environment
Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.

Access to recreation and active, healthy lifestyles
Promote active lifestyles and community health by furthering access to trails, parks, beaches and other recreation opportunities.

The local economy, business diversity and tourism
Strengthen the City's strong and diverse economy and its position as an employment hub in north San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

Walking, biking, public transportation and connectivity
Increase travel options through enhanced walking, bicycling and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.

Sustainability
Build on the City's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling and foods.

COMMUNITY VISION (continued)

History, the arts and cultural resources
Emphasize the arts by promoting a multitude of events and productions year round,
Cutting edge venues to host world class performances and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.

High quality education and community services
Support quality, comprehensive education and lifelong learning opportunities, provide housing and community services for a changing population, and maintain a high standard for Citywide public safety.

Neighborhood revitalization, community design and livability
Revitalize neighborhoods and enhance Citywide community design and livability. Promote a greater mix of uses Citywide, more activities along the coastline and link density to public transportation. Revitalize the downtown Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

SIGNIFICANT CHANGES:

None

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

ACCT NO. 0010210

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$15,706	$15,418	$15,670	$15,670
MAINTENANCE & OPERATIONS	163,609	106,540	114,067	259,171
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$179,315	$121,958	$129,737	$274,841
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM GROUP DESCRIPTION:

The City Clerk is the City's Elections Official, Legislative Administrator, and Records Manager. As Elections Official, the City Clerk administers state and local procedures through which local government representatives are selected. The Clerk assists candidates in meeting their legal responsibilities before, during, and after an election.

As a Legislative Administrator, the City Clerk assists in the decision-making process of the local legislature. The Clerk prepares the legislative agenda, verifies that legal notices have been posted and published, and completes necessary arrangements so that the City Council may conduct an effective meeting.

As Records Manager, the City Clerk oversees the preservation and protection of the public record. By statute, the Clerk is required to maintain and index the Minutes, Ordinances, and Resolutions adopted by the legislative body. The Clerk also ensures that records are readily available for the public.

The City Clerk is an elected position.

KEY ACHIEVEMENTS FOR 2009-2010:

Continued Customer Service Efforts:

- Posted weekly agenda items and public notices on website for enhanced public access.
- Provided agendas, agenda bills, minutes, resolutions, and ordinances to the public via the Internet DocPub system to allow citizen access to historic information instantaneously.
- Responded to Clerk Internet mailbox inquiries immediately throughout the day.
- Continued to provide Passport Acceptance services.
- Continued with Implementation of Statements of Economic Interest filing automation.
- Provided enhanced recording of Council Meetings through Granicus video streaming and Minutes Maker software.
- Revised standardized guidelines and policies for use by staff liaisons to City boards, commissions, and committees.
- Implemented use of completed Election Manual in City Clerk Department.

KEY GOALS FOR 2010-2011:

- Conduct General Municipal Election November 2, 2010.
- Continue compliance with mandates of federal, state, and local laws.
- Continue provision of Passport Acceptance Service.
- Continue to provide standardized training for newly appointed members of boards, commissions, and committees and staff liaisons.
- Continue to increase efficiencies by streamlining the processing and release of bonds.
- Continued use and revision of uniform guidelines for administration of elections and related matters.

SIGNIFICANT CHANGES:

None

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

ACCT NO. 0010310

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$100,600	$101,582	$105,140	$107,930
MAINTENANCE & OPERATIONS	75,354	83,859	84,773	88,558
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$175,954	$185,441	$189,913	$196,488
FULL TIME POSITIONS	**0.75**	**0.75**	**0.75**	**0.75**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

The Office of the City Treasurer has the mission of providing professional cash management for the City of Carlsbad and all of its agencies including, among others, the Carlsbad Municipal Water District and the Carlsbad Redevelopment Agency.

PROGRAM ACTIVITIES:

Cash Management

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

Investment Management

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

PROGRAM ACTIVITIES (continued):

Reporting and Oversight

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

WORKLOAD STATISTICS:

	FY 2006	FY 2007	FY 2008	FY 2009	(Est.) FY 2010
Portfolio Balance (millions of $)	$516	$556	$563	$570	$560

Investment Activity					
Transactions	195	165	397	381	471
Average Buy (millions)	$3.41	$4.20	$1.91	$2.21	$2.29

KEY GOALS FOR 2010-11:

Financial Health

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

Learning, Culture & Arts

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

SIGNIFICANT CHANGES:

None

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

ACCT NO. 0011010

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,306,373	$1,122,431	$1,298,609	$1,261,594
MAINTENANCE & OPERATIONS	331,626	335,004	310,380	308,729
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,637,999	$1,457,435	$1,608,989	$1,570,323
FULL TIME POSITIONS	**8.00**	**9.00**	**8.00**	**8.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM GROUP DESCRIPTION:

The City Manager's Office supports the operational function of the City. In addition to maintaining the operations of the City, the City Manager assists City departments toward achievement of the City Council's strategic goals as well as organizational goals.

PROGRAM ACTIVITIES:

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

Administration
- Provide timely and reasonable responses to citizens and customers.

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

COMMUNITY VISION:

Small town feel, beach community character and connectedness
Enhance Carlsbad's defining attributes—its small town feel and beach community character. Build on the City's culture of civic engagement, volunteerism and philanthropy.

Open space and the natural environment
Prioritize protection and enhancement of open space and the natural environment. Support and protect Carlsbad's unique open space and agricultural heritage.

Access to recreation and active, healthy lifestyles
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The local economy, business diversity and tourism
Strengthen the City's strong and diverse economy and its position as an employment hub in north San Diego County. Promote business diversity, increased specialty retail and dining opportunities, and Carlsbad's tourism.

Walking, biking, public transportation and connectivity
Increase travel options through enhanced walking, bicycling and public transportation systems. Enhance mobility through increased connectivity and intelligent transportation management.

COMMUNITY VISION (continued)

Sustainability
Build on the City's sustainability initiatives to emerge as a leader in green development and sustainability. Pursue public/private partnerships, particularly on sustainable water, energy, recycling and foods.

History, the arts and cultural resources
Emphasize the arts by promoting a multitude of events and productions year round. Cutting edge venues to host world class performances, and celebrate Carlsbad's cultural heritage in dedicated facilities and programs.

High quality education and community services
Support quality, comprehensive education and lifelong learning opportunities, provide housing and community services for a changing population, and maintain a high standard for Citywide public safety.

Neighborhood revitalization, community design and livability
Revitalize neighborhoods and enhance Citywide community design and livability. Promote a greater mix of uses Citywide, more activities along the coastline and link density to public transportation. Revitalize the downtown Village as a community focal point and a unique and memorable center for visitors, and rejuvenate the historic Barrio neighborhood.

PERFORMANCE MEASURES:

The City Manager's Office is measured by the overall success of the organization in accomplishing the organizational priorities of the City.

SIGNIFICANT CHANGES:

The position of Special Projects Director was eliminated and the position of Deputy City Manager was transferred in from Administrative Services.

PROGRAM: COMMUNICATIONS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: COMMUNICATION/VIDEO PRODUCTION
LOCAL CABLE INFRASTRUCTURE FUND

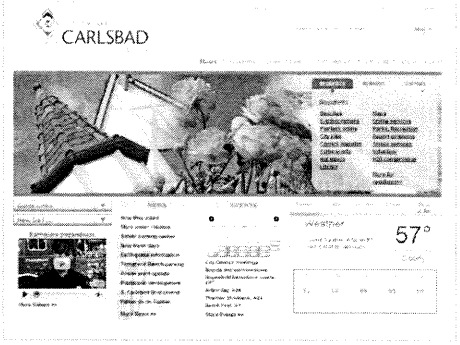
ACCT No. 0011012/ 0011015/1381010

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$346,616	$319,045	$362,692	$359,263
MAINTENANCE & OPERATIONS	633,835	454,958	330,449	618,740
CAPITAL OUTLAY	15,160	72,927	60,901	82,585
GRAND TOTAL	$995,611	$846,930	$754,042	$1,060,588
FULL TIME POSITIONS	**2.75**	**2.75**	**2.75**	**2.75**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
GENERAL FUND	$995,611	$674,407	$693,141	$691,628
SPECIAL REVENUE	0	172,523	60,901	368,960
TOTAL FUNDING	$995,611	$846,930	$754,042	$1,060,588

PROGRAM GROUP DESCRIPTION:

The goal of the City's communication program is to ensure mutually beneficial, two-way communication with internal and external audiences about City issues and services, leading to a more responsive government and a high level of public confidence. This program is carried out by communicating about issues related to the core values of the community's vision for their City; developing meaningful public involvement programs for City issues that engage the community in City decision making; increasing government transparency and service by providing timely, accurate and easy to understand information about City issues and services; enabling the City to communicate with one voice across all City departments; helping City staff be aware of and understand City issues; and providing ongoing communication skills training for City staff.

PROGRAM ACTIVITIES:



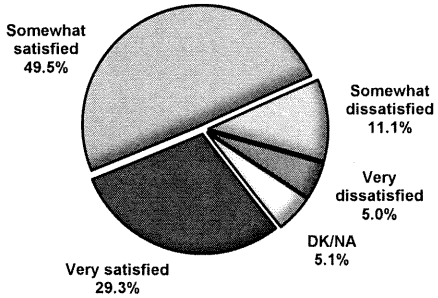
Significant work programs include:

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

KEY GOALS FOR 2010-11:

The City will continue to explore new and innovative ways to communicate with its internal and external audiences. The areas of focus for 2010-11 are expansion of the City's presence on social media channels, increasing communication with new residents and providing targeted direct communication, such as newsletters/neighborhood updates on issues of interest to the community. The addition of video capabilities on the new City website, the City's cable channel and the YouTube channel provide new opportunities to communicate through video. The City is adapting its video production capabilities to allow for more breaking news and short, web-based video updates on City issues, news, services and events.

KEY ACHIEVEMENTS FOR FY 2009-10:



- Continued to achieve an 80 percent level of satisfaction with City-resident communication.
- Working in partnership with the City's IT Department, launched a new City website, providing easier access City issues, news, services and events.
- Developed a social media program increasing the reach of City-generated information through new online communication channels.
- Developed a comprehensive style guide for City communication, increasing the consistency and professionalism of City-generated information.
- Consolidated printing and mailing of newsletters and fliers from multiple departments into one streamlined communication piece distributed to all residents.
- Implemented a program to deliver monthly articles to all HOA newsletters in the City, as well as other community organizations.
- Created a comprehensive emergency communication plan and trained a team of City staff to assist with public information duties during an emergency.

SIGNIFICANT CHANGES:

- To adapt to trends in public behavior and technology, the City is updating its communication methods to provide more information online, through its website and social media sites, in addition to traditional communication channels.
- A new emphasis is being placed on communicating a single City "brand," with the goal of presenting all City information in a unified, easy to understand style that is open and accessible to the public.
- The volunteer program has been moved to the Housing & Neighborhood Services Department.

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

ACCT NO. 0011210

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,148,180	$1,142,249	$1,156,905	$1,165,895
MAINTENANCE & OPERATIONS	170,020	146,157	136,081	146,396
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,318,200	$1,288,406	$1,292,986	$1,312,291
FULL TIME POSITIONS	**7.00**	**7.00**	**7.00**	**7.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM GROUP DESCRIPTION:

Provide legal advice, assistance, and guidance in accomplishing and implementing the City Council's goals which are:

- A City that connects community, place and spirit, through balanced and economically sustainable lands uses.
- A City that embraces community connectivity through the effective use of technological and interpersonal mediums.
- An environmentally sensitive community by focusing on conservation, storm water, sewage collection and treatment, solid waste, and cost effective and efficient use of energy including alternative energy sources.
- A City that provides and sustains exceptional programs, policies, services and infrastructure.
- Ensure that community members, council and staff are well informed, continuing to be a more responsive government and a high level of citizen confidence in its government.
- Pursue and implement proactive strategies that support sustainable economic health and manage fiscal resources effectively.
- Promote and support continuous learning, cultural opportunities and the arts within the community and the City organization.
- Acquire, develop and maintain a broad range of open space and recreational facilities that actively address citizen needs which are fiscally responsible, and are consistent with the General Plan and Growth Management Standards.
- Provide and support a safe and efficient transportation system that moves people, services and goods throughout Carlsbad.
- Ensure in the most cost-effective manner, water quality and reliability to the maximum extent practical, to deliver high quality potable and reclaimed water incorporating drought-resistant community principles.

PROGRAM ACTIVITIES:

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

This office drafts and reviews all resolutions, ordinances, contracts, bonds, election petitions, and other legal documents. The office is responsible for all litigation on behalf of or against the City, Carlsbad Municipal Water District, Redevelopment Commission, or other City entities. The office is handling more litigation in-house in order to reduce outside attorney's costs.

KEY GOALS FOR 2010-11:

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

SIGNIFICANT CHANGES:

None

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

ACCT NO. 0011610

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$710,202	$695,665	$718,947	$722,640
MAINTENANCE & OPERATIONS	179,347	149,221	137,995	140,384
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$889,549	$844,886	$856,942	$863,024
FULL TIME POSITIONS	**8.00**	**8.00**	**8.00**	**8.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM DESCRIPTION:

The Records Management Department is responsible for developing and implementing Citywide records management and document management programs, and is tasked with maintaining City records in an identifiable and accessible manner to fulfill public, legal, and historical requirements for preservation and storage of information. The Records Management Department also provides staff support for the City Clerk.

PROGRAM ACTIVITIES:

Records Management

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

Administrative Support Activities

- Provide staff support for City Clerk functions such as elections, the Public Records Act, noticing, processing documents for recordation, and updating the Municipal Code.
- Assist the public and City staff by providing information such as minutes, agendas, ordinances, resolutions, deeds, and other critical documents.

KEY ACHIEVEMENTS FOR 2009-10:

- Continued implementation of the DMS Master Plan roles and responsibilities.
- Assisted Public Works Engineering with implementation of DMS project file scanning.
- Reviewed and updated Electronic Records policies and standards.
- Analyzed retention requirements for various types of contracts and agreements and identified options for eliminating paper documents.

KEY GOALS FOR 2010-11:

Top Quality Services

- Continue to educate key personnel on the use of the DMS, Electronic Records, Public Records Act, and Subpoena processing.
- Continue to provide resource information to the organization via Intranet and to the public via the Internet.
- Prepare Records Emergency Action Plan for responding to disasters.
- Revise the Records Retention Schedule to align with the new organization of the City.
- Assist the City Clerk with the November 2010 General Municipal Election.

SIGNIFICANT CHANGES:

None

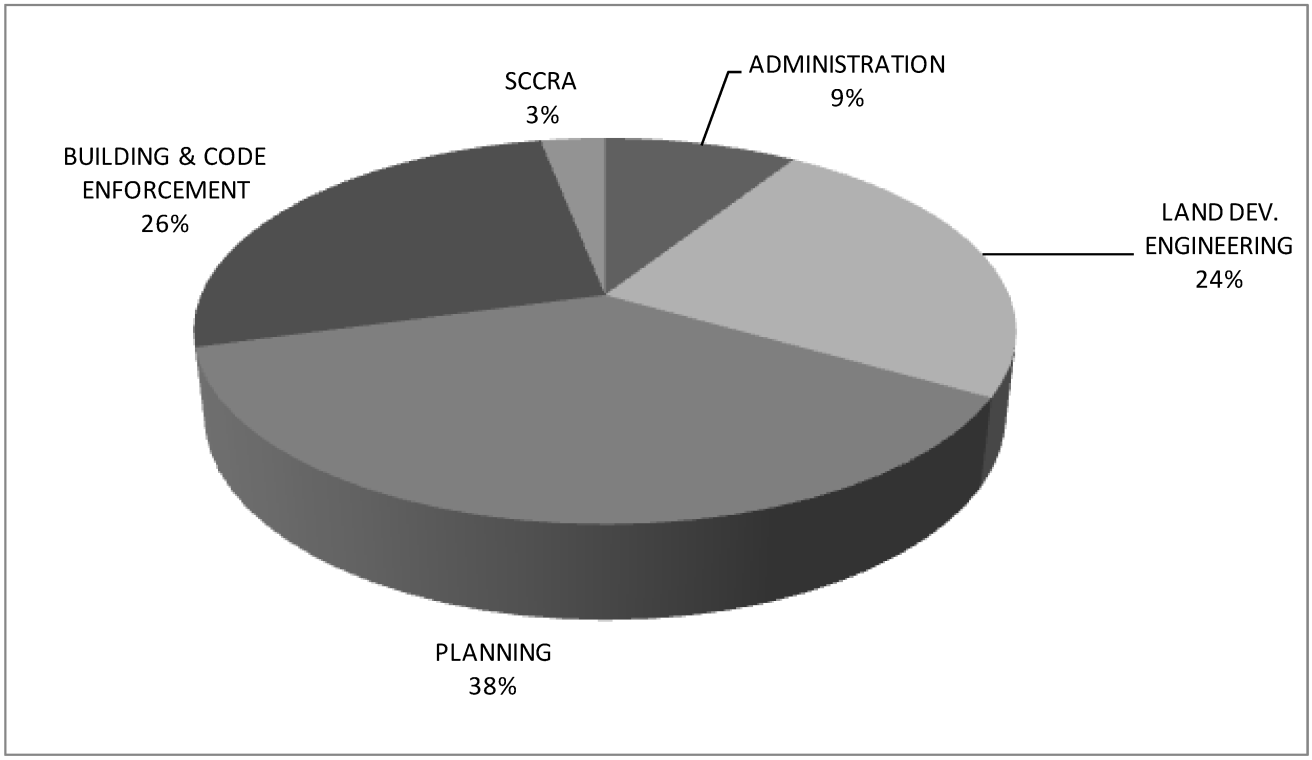
Community & Economic Dev

Operating Budget & Capital Improvement Program
FY 2010-2011

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

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$6,260,197	$6,551,675	$6,700,996	$6,046,618
MAINTENANCE & OPERATIONS	2,546,701	1,831,573	1,693,266	1,588,729
CAPITAL OUTLAY	56,193	1,072	0	0
GRAND TOTAL	$8,863,091	$8,384,320	$8,394,262	$7,635,347
FULL TIME POSITIONS	**56.00**	**56.00**	**56.00**	**54.00**
HOURLY/FTE POSITIONS	**2.50**	**2.50**	**2.50**	**2.50**



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

ACCT NO. 0013010

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,195,606	$1,232,146	$1,250,729	$640,417
MAINTENANCE & OPERATIONS	466,182	364,912	157,372	82,438
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,661,788	$1,597,058	$1,408,101	$722,855
FULL TIME POSITIONS	**6.00**	**6.00**	**6.00**	**4.90**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

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

PROGRAM ACTIVITIES:

The Community & Economic Development Department (CED) administration assists divisions within the department in accomplishing goals by removing roadblocks, coordinating between divisions with competing or conflicting priorities, and managing resource allocation and other support efforts. The Community & Economic Development Director serves as a member of the City's Leadership Team. The Community & Economic Development Director is also a team leader for Envision Carlsbad.

KEY ACHIEVEMENTS FOR 2009-10:

- Obtained certification of the City's Housing Element from CA State Department of Housing and Community Development.
- Completed Phase I of Envision Carlsbad, with the City Council accepting the Carlsbad Community Vision.
- Adopted a new Non-Conforming Buildings and Uses Ordinance.
- Adopted a new Adult Business Ordinance.
- Completed the outreach work with the Development Review Process Working Group, with a Summary Recommendations Report accepted by the City Council.
- Initiated outreach with the Car Country Carlsbad Working Group.
- Completed the 2050 Regional Growth Forecast, in cooperation with SANDAG.
- Created a customized new City of Carlsbad Standard Urban Stormwater Management Plan (SUSMP).
- Completed an update to the City's Engineering Standards.
- Reduced outside land development engineering plan check costs by nearly $200,000 by completing most plan checks in house.
- Fully integrated Land Development Engineering counter staff into the CED Development Services Division.
- Continued to perform all building and code enforcement inspections – 98% the next working day.
- Completed and issued a Request For Proposal (RFP) for a Technology Business Incubator focused on developing clean, green and renewable businesses in Carlsbad.

KEY GOALS FOR 2010-11:

Top-Quality Services
- Continue to improve performance measures for all CED Divisions and participate in the Performance Measurement Resource Team.
- Complete implementation of the recommendations of the Development Review Process Working Group Summary Recommendations Report – November 17, 2009.
- Complete the outreach with the Car Country Carlsbad Working Group, and begin the implementation of any accepted recommendations.

Balanced Community Development
- Implement the Habitat Management Plan (HMP).
- Implement affordable housing projects in the City.
- Complete implementation of the Proposition D Community Outreach Program and adopt a new Agriculture/Open Space Zone and a new City Council Agricultural Policy.
- Develop and begin implementation of a short, medium, and long-term strategy to attract, retain, and expand quality businesses and services in Carlsbad, with a focus on collaboration with the business community.

Parks/Open Space/Trails
- Continue to monitor Citywide open space acquisition and grant opportunities, consistent with the City's Growth Management Plan.

Environmental Management
- Continue to be stewards of the environment by applying the California Environmental Quality Act (CEQA).

Communication
- Continue to enhance the Community & Economic Development Department portions of the City's website.
- Provide opportunities for increased organizational, local business, and citizen awareness of demographics and economic, business, and employment data via the City's website and informational bulletins.

Learning
- Continuity of Community & Economic Development leadership through Strategic Planning.
- Provide specialized staff training as needed.

Citizen Connection and Partnership
- Initiate and continue Phase II of Envision Carlsbad, continuing the work with EC^3 Committee involvement.

SIGNIFICANT CHANGES:

Staffing and the organizational structure of the Community & Economic Development Department has been adjusted as a result of the Citywide realignment efforts. An Administrative Secretary position was eliminated through PARS. The Economic Development Division was moved back under CED Administration to reflect the heightened importance of economic development as the City approaches build-out. Responsibility for the City's real estate functions was transferred to the new Property & Environmental Management Department, as was a Senior Planner position from the Planning Division, along with the associated Habitat Management Plan and environmental duties of that Senior Planner position. A Senior Management Analyst position and a Senior Office Specialist position have been moved from the Planning Division to CED Administration. Additionally, the Land Development Engineering Division, formally a division within the Public Works Department, was moved over to CED as an intact division, which will continue to be responsible for all of the land development engineering tasks associated with private development within the City. Finally, the CED Department has taken over all Redevelopment Agency functions for the South Carlsbad Coastal Redevelopment Area (SCCRA) and will assume all permitting functions in the Village area.

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

ACCT NO. 0013110

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,299,271	$1,294,701	$1,442,622	$1,449,732
MAINTENANCE & OPERATIONS	548,882	320,800	272,904	399,638
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,848,153	$1,615,501	$1,715,526	$1,849,370
FULL TIME POSITIONS	**12.00**	**12.00**	**12.00**	**12.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

The mission of Land Development Engineering Division is to serve Carlsbad residents, business owners and developers by encouraging robust and creative engineering solutions on development projects.

PROGRAM ACTIVITIES:

Discretionary Review of Development Projects

- Provide technical support in a timely and efficient manner regarding the compliance of all development proposals with the City's engineering standards and subdivision ordinance, state stormwater ordinances and Map Act requirements, and good engineering practice.

Planchecking of Development Projects

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

Manage Development Projects

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

Customer Service/Public Information

- Provide the highest level of customer service at the front counter in terms of providing engineering information, general public information, and the processing of administrative permits.

Maintain City Engineering Standards

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

PERFORMANCE OBJECTIVES:

- Provide timely processing/review of development projects in the City.
- Continue to proactively address engineering issues relating to development in the City.
- Assist in implementing and administering storm water compliance.

KEY ACHIEVEMENTS FOR 2009-2010:

- Completed review and conditioning of over 50 project applications, including several Legoland projects, Life Technologies, Hilton Carlsbad Beach Resort, Muroya Subdivision and Isis Pharmaceuticals.
- Performed over 300 discretionary project application reviews, including Palomar Commons, Robertson Ranch PA 22, Plaza Camino Real, and Dos Colinas.
- Performed planchecking of over 80 individual new drawing submittals comprising over 250 sheets.
- Performed over 300 planchecks comprising over 1200 sheets.
- Tracked changes to storm water regulations:
  - ✓ Active participants in the Co-Permittee Hydromodification.
  - ✓ Contributor to the Co-Permittee Land Development Workgroup
  - ✓ Modified Volume 4 Chapter 2 of the Engineering Standards, the Standard Urban Stormwater Management Plan (SUSMP) to reflect changes in the Municipal Permit.
  - ✓ Participated in the creation of the new regional Model SUSMP.
  - ✓ Modified the Model SUSMP to create customized City of Carlsbad SUSMP, replaced existing.
  - ✓ Attended and performed multiple storm water training sessions.
- Updated the Engineering Standards:
  - ✓ Comprehensive revision to street standards based on reconciliation of the Fire Code, Zoning Ordinance and Engineering Standards.
  - ✓ Revised street light standards to reflect use of new High Efficiency Induction (HEI) lighting.
  - ✓ Updated Caltrans references, updated water pipe classifications.
  - ✓ Replaced SUSMP.
- Completed revamp of the Development Services counter forms for consistency, added form numbers for ease of customer use.
- Started to implement the Development Review Process (DRP) initiatives, including:
  - ✓ Worked with team of developers and Construction Management & Inspection to create a detailed flow chart for the project close-out process.
  - ✓ Processed changes to the municipal code to allow quicker release of securities.
  - ✓ Testing pilot program for a minor grading permit process.
  - ✓ Completed overhaul of engineering development services forms to make forms consistent between divisions.
  - ✓ Created a form matrix on the City website to allow more customer-friendly access to forms and instructions.
- Reduced number of steps in getting grading and improvement plans signed.
- Reduced outside planchecking costs from over $200,000 in 2008-2009 to under $25,000 in 2009-2010, through using in-house staff.
- Assisted in the update of the new City website:
  - ✓ Uploaded and revised engineering forms
  - ✓ Created shortcut urls for counter staff to transmit to customers
  - ✓ Assisted other departments in updating engineering standards online
- Exceeded customer service goals for turnaround time and number of reviews.
- Refined procedures to accommodate realignment of Land Development Engineering under Community & Economic Development.

KEY GOALS FOR 2009-2010:

<u>Continuous Incremental Improvement</u>

- Ensure that all development projects meet City of Carlsbad Engineering Standards.
- Continue to refine all procedures and systems to ensure the efficient processing of all projects.
- Implement revised SUSMP and hydromodification standards in new development.
- Create a minor grading permit process.
- Propose code revisions to consolidate processing of tentative map extensions and minor subdivisions under Planning.
- Streamline signature of final maps so it occurs within Land Development Engineering.
- Enhance Land Development Engineering information available on the website.
- Continue implementation of DRP initiatives.

SIGNIFICANT CHANGES:

- Land Development Engineering is essentially a new Division created in 2009-2010 within the Community & Economic Development Department. Staff and their associated budget were moved from Public Works Engineering Administration to Land Development Engineering to support the design of the realignment.

PROGRAM: LAND USE PLANNING & PLANNING COMMISSION
FUND: GENERAL
PROGRAM GROUP: PLANNING

ACCT NO. 0013210/0013220

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$2,237,796	$2,438,351	$2,478,795	$2,471,303
MAINTENANCE & OPERATIONS	889,423	649,368	557,620	414,843
CAPITAL OUTLAY	0	1,072	0	0
GRAND TOTAL	$3,127,219	$3,088,791	$3,036,415	$2,886,146
FULL TIME POSITIONS	**24.00**	**24.00**	**24.00**	**22.50**
HOURLY/FTE POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**

MISSION STATEMENT:

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

PROGRAM ACTIVITIES:

Review of Development Projects

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

Preparation of Special Studies and Policy Review

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

Implementation of General Plan and Growth Management Plan

- Ensure that all new planning programs and development projects comply with the goals, policies and objectives of the General Plan, and the performance standards of the Growth Management Plan.

Customer Service/Public Information

- Provide the highest level of customer service at the front counter in terms of providing zoning information, general public information, review of building permits, and the processing of administrative permits.

PERFORMANCE OBJECTIVES:

- Ensure timely processing/review of private and public projects in the City.
- Continue to proactively address issues relating to land use and development in the City.
- Assist in implementing and administering the General Plan, Growth Management Program, Local Coastal Program and Habitat Management Plan.

KEY ACHIEVEMENTS FOR 2009-2010:

- Completed entitlement of numerous projects in the Villages of La Costa Master Plan and Robertson Ranch Master Plan.
- Processed numerous permits for City capital projects including park, sewer, water, drainage, and road projects.
- Completed processing of permits for the replacement of the Encinas Creek Bridge.
- Issued an Emergency Coastal Development Permit to repair and protect a portion of Carlsbad Boulevard and adjacent sewer facilities damaged by winter storms.
- Obtained approval of the new Housing Element including certification of the element by the Housing & Community Development Department of the State of California. Completed Phase 1 of Envision Carlsbad which is a project to update the General Plan, Local Coastal Program, and Zone Code. The EC3 Citizens Committee accepted the Community Vision Report. The City Council accepted the report on the Carlsbad Community Vision and directed staff to initiate Phase 2.
- Continued to implement the Habitat Management Plan to include the following:
  - ✓ Wetlands Guidelines Completed.
  - ✓ Obtained a SANDAG grant for habitat restoration at Lake Calvera. A contractor was hired and has performed the work.
- Completed Customer Satisfaction Survey.
- Completed processing of the La Costa Town Square project. Completed additional environmental review and project changes for the Desalination Project.
- Worked with Life Technologies on permits for facility expansion.
- Completed entitlements for the construction of facilities for Isis Pharmaceuticals in the Carlsbad Oaks North Business Park.
- Completed processing of amendments and permits to allow the LEGOLAND Hotel California, water park, and the creation of a new process to allow Inner Park improvements through an administrative permit.
- Amended the Zoning Ordinance to create a new Non-Conforming Buildings and Uses chapter.
- Completed amendments to the Building Height provisions of the Zoning Ordinance.
- Amended the Adult Businesses Chapter of the Zoning Ordinance to comply with all applicable laws.
- Completed the outreach work with the Development Review Process Working Group. A Summary Recommendations Report was accepted by the City Council in November 2009.
- Implemented numerous recommendations of the Development Review Process and Work Group including amending the Carlsbad Municipal Code to allow the Planning Director to approve contracts for the preparation of environmental impact reports for private development projects. Completed the Development Review Process (four meetings, report to City Council, etc.)
- Provided significant staff support to the review of the proposed Carlsbad Energy Center Project being considered by the California Energy Commission.
- Assisted SANDAG staff in the development of the 2050 Growth Forecast for the City of Carlsbad.
- Completed the preparation and processing of the state mandated Model Water Efficient Landscape Ordinance.
- Coordinated with the Carlsbad Unified School District on plans for both High School sites.

KEY GOALS FOR 2010-2011:

Top Quality Services

- Ensure that all development projects comply with City planning codes and policies.
- Continue to review all procedures and systems to ensure the efficient processing of all projects.
- Provide strategic advice regarding land use and long-term planning in the City.
- Continue implementation of the Villages of La Costa and Robertson Ranch Master Plans.
- Complete the processing of the Plaza Camino Real, Palomar Commons, Dos Colinas, and other major projects submitted for review.
- Enhance Planning Department information available on the website.
- Implementation of the Habitat Management Plan and the Open Space Management Plan.
- Complete significant progress on Phase 2 of the Envision Carlsbad Project to update the General Plan, Local Coastal Program, and Zone Code.
- Complete the processing of permits for the Quarry Creek Reclamation Plan.
- Assume responsibility for the review of projects in the Village.

SIGNIFICANT CHANGES:

Staffing in the Planning Division has been adjusted as a result of the Citywide realignment. The Assistant Planning Director position was eliminated and 0.50 of various other positions were reallocated to other divisions to better reflect the workload.

The Center for Natural Land Management (CNLM) contract funding and administration has been moved from Land Use Planning to the Parks & Recreation Department.

PROGRAM: BUILDING AND CODE ENFORCEMENT
FUND: GENERAL
PROGRAM GROUP: BUILDING INSPECTION **ACCT NO. 0013610**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,463,011	$1,510,622	$1,454,945	$1,382,640
MAINTENANCE & OPERATIONS	564,987	445,727	577,676	592,957
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$2,027,998	$1,956,349	$2,032,621	$1,975,597
FULL TIME POSITIONS	**14.00**	**14.00**	**14.00**	**14.00**
HOURLY/FTE POSITIONS	**1.50**	**1.50**	**1.50**	**1.50**

WORK PROGRAM:

The Building and Code Enforcement Division reviews applications for building permits, routes applications to applicable departments, issues permits, and inspects structures under construction for compliance with California Code of Regulations. The division also provides code enforcement services for the City for zoning, housing, building, and other Municipal Code violations.

PROGRAM ACTIVITIES:

- Receipt of building permit applications, coordination of building permit approvals, issuance of building permits, inspection of new and remodeled structures, and related code enforcement activities.

PERFORMANCE MEASURES:

- The division tracks inspections per day, per field inspector, and uses a number of other statistical reports associated with workloads. Customer service satisfaction levels for field inspections are also surveyed.
- The code enforcement monthly report tracks the number of days it takes to close various complaint categories.

KEY ACHIEVEMENTS FOR 2009-10:

- Issued permits valued at over $99 million for various types of construction projects.
- Performed 15,500 various building inspections – 98% the next working day.
- Performed final building inspections on over 300 dwelling units.
- Provided convenient over the counter expedited plan review.
- Answered over 2,800 incoming calls for information from Code Enforcement Staff.
- Proactively removed over 900 illegal signs from the public right of way.
- Performed over 3,400 Code Enforcement inspections.
- Officers managed over 750 open Code Enforcement cases.

KEY GOALS FOR 2010-11:

Top Quality Services

- Respond to 98% of requests for field inspections and health and safety-related code enforcement calls the next working day.
- Increase number of in house plan reviews for less complex and over-the-counter building projects.
- Provide staff development training for each employee in newly adopted California Building Codes and Storm Water regulations.
- Monitor Storm Water Best Management Practices for all permitted construction projects.
- Analyze and improve upon performance measures.
- Monitor customer service satisfaction surveys to improve code and building division's effectiveness and performance
- Implement cross training within divisions to improve staff allocation and efficiencies.
- Implement and coordinate community based mediation strategies with Neighborhood Services Division for Code Enforcement case resolution.

PROGRAM: REDEVELOPMENT OPERATIONS
SOUTH CARLSBAD COASTAL AREA
FUND: REDEVELOPMENT AGENCY
PROGRAM GROUP: COMMUNITY & ECONOMIC DEVELOPMENT

ACCT NO. 8102420

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$64,513	$75,855	$73,905	$102,526
MAINTENANCE & OPERATIONS	77,227	50,766	127,694	98,853
CAPITAL OUTLAY	56,193	0	0	0
GRAND TOTAL	$197,933	$126,621	$201,599	$201,379
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.60**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

Assisting property owners in redeveloping their property in a manner that strengthens the economic base, enhances the commercial and coastal recreational opportunities, and increases the public access and open space amenities of the Project Area and the community.

PROGRAM ACTIVITIES:

Implement Redevelopment Plan for South Carlsbad Coastal Redevelopment Area

- Provide funding for the potential realignment of Carlsbad Boulevard, which may yield excess property that could provide for public coastal commercial and recreational facilities and/or development of cultural facilities or other public facilities.
- Revitalize, redevelop, and/or generally clean up the Ponto Area.
- Enhance commercial and recreational functions/activities in the Redevelopment Area and increase parking and open space amenities.

PERFORMANCE/WORKLOAD MEASURES:

- Implement land use vision for planning area three.

KEY ACHIEVEMENTS FOR 2009-10:

- Final approval of the Ponto Hilton Carlsbad Beach Resort and Spa with a capacity of 215 rooms.
- Assisted in completing all project approvals and permitting for the construction of the Desalination Project.
- Provided significant staff support in the review of the proposed Carlsbad Energy Center Project under consideration by the California Energy Commission.

KEY GOALS FOR 2010-11:

Balanced Community Development

- Facilitate the development of one project identified by the vision study for planning area three.

SIGNIFICANT CHANGES:

- The assessed values in the South Carlsbad Coastal Redevelopment Area remain less than the original values when the redevelopment area was formed. The decline is mainly due to the lower values assigned to the Encina Power Plant. Since the revenue to the area is based on the excess of the current assessed values over the original assessed values, the South Carlsbad Area will again not receive any property tax revenue in Fiscal Year 2010-11. Budgeted expenses will come from accumulated balances and/or loans from the City, as approved.

- This program was moved from Housing & Neighborhood Services to Community & Economic Development as part of the Citywide realignment. The movement of 0.60 from other CED divisions to SCCRA reflects the staff time that will be spent in this division.

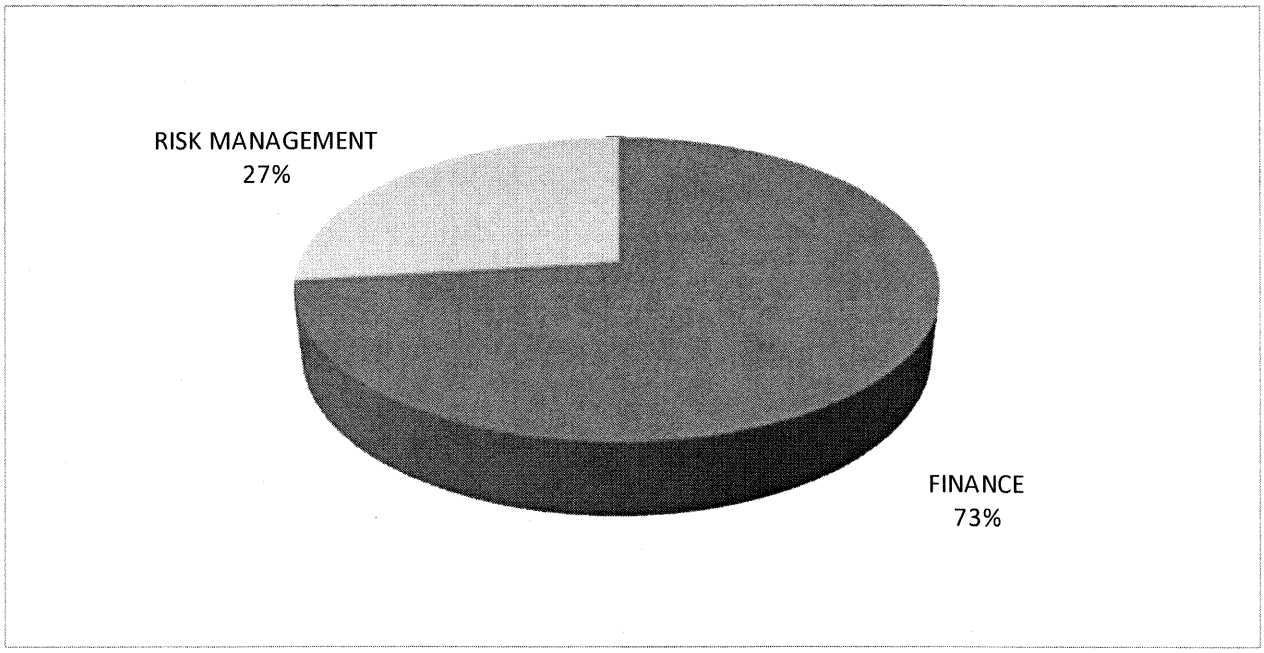
Finance

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: FINANCE
FUND: VARIOUS
PROGRAM GROUP: FINANCE

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$3,054,061	$3,082,698	$3,072,933	$3,147,062
MAINTENANCE & OPERATIONS	2,493,224	2,256,040	2,364,975	2,327,929
CAPITAL OUTLAY	0	23,156	0	0
GRAND TOTAL	$5,547,285	$5,361,894	$5,437,908	$5,474,991
FULL TIME POSITIONS	**31.00**	**31.00**	**31.00**	**30.50**
HOURLY/FTE POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**



PROGRAM: FINANCE
FUND: GENERAL/ENTERPRISE
PROGRAM GROUP: FINANCE

ACCT NO. 0011310

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$2,811,703	$2,858,386	$2,920,393	$2,960,145
MAINTENANCE & OPERATIONS	1,755,534	1,171,295	1,057,704	1,047,675
CAPITAL OUTLAY	0	23,156	0	0
GRAND TOTAL	$4,567,237	$4,052,837	$3,978,097	$4,007,820
FULL TIME POSITIONS	**29.00**	**29.00**	**29.00**	**29.00**
HOURLY/FTE POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**
GENERAL FUND	$3,976,423	$3,412,776	$3,300,460	$3,298,808
WATER ENTERPRISE	396,764	416,039	440,464	460,858
STORM WATER	15,260	16,002	16,941	17,725
SOLID WASTE	15,260	16,002	16,941	17,725
SEWER ENTERPRISE	163,530	192,018	203,291	212,704
TOTAL FUNDING	$4,567,237	$4,052,837	$3,978,097	$4,007,820

MISSION STATEMENT:

Our mission is to ensure that the City of Carlsbad makes sound financial decisions by setting and implementing a strategic financial direction. We take pride in accomplishing this mission by maintaining individual and departmental credibility; working together as a team while respecting each other's differences; and consistently striving to go above and beyond expectations.

PROGRAM ACTIVITIES:

Long-Range Financial Planning and Budget Management

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

General Accounting and Reporting

- Accurately bill, collect, record, and report all City revenues including follow-up of delinquent accounts.
- Prepare checks for City employees and for service and commodity suppliers.
- Prepare and maintain finance records and documents in conformity with generally accepted accounting principles and applicable legal and contractual provisions.
- Prepare Comprehensive Annual Financial Report in conformity with generally accepted accounting principles.
- Provide the City Council and City management with timely monthly financial reports.
- Perform in-house internal control reviews as needed.

Assessment District/Community Facilities District (CFD) Administration

- Assist in evaluation and formation of new districts.
- Issue bonds for capital projects when required. Pay debt service and provide continuing disclosure information.
- Provide administration of CFDs and assessment districts as required by formation documents and state law.

Purchasing

- Issue and manage formal bid and quotation processes.
- Track and renew annual commodity and service contracts and joint agency contracts.
- Assist City departments in the creation and administration of contracts.

PROGRAM ACTIVITIES (continued):

Receiving, Messenger, and Mail Services

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

WORKLOAD AND PERFORMANCE INDICATORS:

	FY 2007	FY 2008	FY 2009
• Average number of days to issue Monthly Financial Status Report	11.6	12	10.7
• Awards received for CAFR	GFOA	GFOA	Pending
• Awards received for Annual Budget	CSMFO Excellence in Operational Budget & Public Communications	CSMFO Excellence in Operational Budget & Public Communications	CSMFO Excellence in Operational Budget & Public Communications
• Number of business licenses processed	8,926	9,405	9,029
• Number of account payable checks processed	14,538	15,301	14,374
• Number of payroll checks issued	6,379	5,494	4,928
• Number of electronic payroll checks issued	20,420	21,196	21,747
• Outstanding debt issues administered	$131 million	$162 million	$157 million
• Number of purchase orders issued	1,501	1,570	1,478
• Dollar amount of purchase orders issued	$45 million	$53 million	$35 million
• Pieces of mail processed	164,919	158,328	151,691

KEY GOALS FOR 2010-11:

Financial Health

- Continue to monitor the economy and the impact to the Ten-Year Financial Forecast to ensure the General Fund remains in balance.
- Continue to audit internal operations of the City as well as external vendors as appropriate.
- Finalize and implement a Managed Services Program. This program is designed to ensure that the City improves effectiveness and efficiencies of City operations by carefully comparing the costs and benefits of contracting with private business or another government entity against the costs and benefits of providing the service in-house.
- Develop an Infrastructure Replacement Fund Master Plan to ensure that resources are available when needed to replace the City's streets, sidewalks, buildings and other infrastructure.
- Update the cost allocation plan.
- Perform a cost of service study.
- Continue the implementation of a Human Capital Management System.
- Continue to promote the City's new online utility bill paying feature, providing a new level of customer service by giving customers a means of accessing important billing and usage information twenty-four hours a day seven days a week, while increasing staff efficiency and expediting customer payments.

KEY GOALS FOR 2010-11 (continued):

Financial Health (continued)

- Implement Council Policy 74 – General Fund Reserve Guidelines approved by the City Council April 2008.
- Partner with Economic Development Program in developing an economic strategic plan to document the current economic conditions within the City of Carlsbad and develop action plans and opportunities for improved economic sustainability in the future.
- Partner with the Carlsbad Municipal Water District in implementing a new rate structure including drought rates and incorporating the revised rate structure into the Utility Billing System.

SIGNIFICANT CHANGES:

None

PROGRAM: RISK MANAGEMENT
FUND: GENERAL LIABILITY SELF-INSURANCE
PROGRAM GROUP: RISK MANAGEMENT **ACCT NO. 6121930**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$242,358	$224,312	$152,540	$186,917
MAINTENANCE & OPERATIONS	737,690	1,084,745	1,307,271	1,280,254
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$980,048	$1,309,057	$1,459,811	$1,467,171
FULL TIME POSITIONS	**2.00**	**2.00**	**2.00**	**1.50**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM GROUP DESCRIPTION:

Risk Management administers the funding of the self-insured and insured portions of the program; manages the administration of property and general liability claims; works in conjunction with the City Attorney's Office and outside counsel to monitor, control, and resolve litigated matters; and provides training for various departments to minimize the risk of future losses.

PROGRAM ACTIVITIES:

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

Insurance/Self-Insurance
- Directs the marketing, renewal, planning, and funding of the insured and self-funded portions of the program; administers the general liability self-insurance funds.

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

Loss Prevention/Training
- Provides recommendations and training for various City departments to minimize the risk of loss.

KEY ACHIEVEMENTS FOR 2009-10

Top-Quality Services
- Council workshop and special event holder workshop held on special event insurance, and multiple methods of support and assistance provided to special event holders to help them obtain correct coverage of the City.
- Analysis and scope of work completed for the enhancement and documentation of the liability database.

KEY GOALS FOR 2010-2011

Top-Quality Services
- Develop written loss recovery guidelines and procedures.
- Enhance and document liability database.

SIGNIFICANT CHANGES:

0.50 of a previously unfunded Administrative Secretary position was eliminated.

PROGRAM: MISCELLANEOUS NON-DEPARTMENTAL **ACCT NO. 001-VARIOUS**

GENERAL FUND	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 ADOPTED BUDGET	2010-11 ADOPTED BUDGET
Miscellaneous Non-Departmental Expenditures				
Beach Parking	$1,625	$1,323	$36,000	$0
Community Contributions	45,000	649,645	0	0
Disaster Preparedness	595,957	16,412	0	0
Dues and Subscriptions	52,904	58,115	73,800	73,800
Legal Services	246,666	102,612	160,000	160,000
Management Incentive Pay *	0	0	0	0
Miscellaneous Expenditures **	218,653	258,362	208,946	152,500
Other Miscellaneous Expenditures **	0	0	0	6,066
Personnel Savings	0	0	(800,000)	0
Property Tax and Other Administration	426,282	624,525	565,000	670,000
Total Miscellaneous Non-Departmental Expenditures	1,587,087	1,710,994	243,746	1,062,366
Transfers				
Hosp Grove Debt Service	275,000	90,000	0	0
Infrastructure Replacement Fund	7,900,000	7,800,000	6,538,000	7,175,000
Miscellaneous Transfers Out	10,850,000	319,445	0	0
Transfer to LLD #1 (Medians)	0	0	0	253,850
Transfer to Storm Water Program	138,800	154,273	177,000	207,000
Total General Fund Transfers	19,163,800	8,363,718	6,715,000	7,635,850
Total General Fund Non-Departmental	$20,750,887	$10,074,712	$6,958,746	$8,698,216
Council Contingencies				
Contingencies (Adopted budget)	0	0	500,000	500,000
GENERAL FUND TOTAL	$20,750,887	$10,074,712	$7,458,746	$9,198,216

* Actual expenditures for Management Incentive Pay are reflected within the individual departments.

Fire

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: FIRE
FUND: GENERAL
PROGRAM GROUP: FIRE

SUMMARY

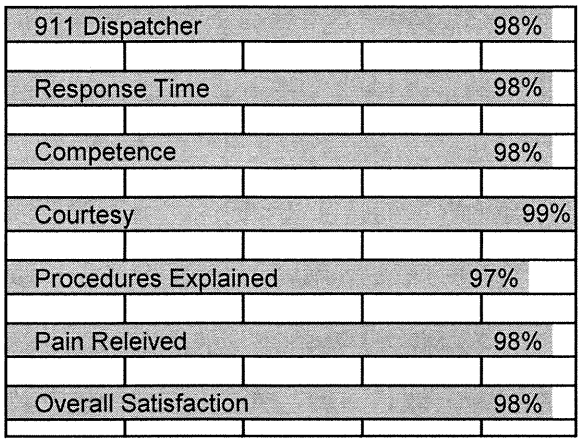
	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$13,778,058	$13,827,348	$13,502,599	$13,662,430
MAINTENANCE & OPERATIONS	2,997,769	3,240,299	3,268,260	3,258,930
CAPITAL OUTLAY	671,026	291,128	0	0
GRAND TOTAL	$17,446,853	$17,358,775	$16,770,859	$16,921,360
FULL TIME POSITIONS	**88.75**	**88.75**	**88.75**	**88.75**
HOURLY/FTE POSITIONS	**1.17**	**1.17**	**1.17**	**1.17**

PROGRAM GROUP DESCRIPTION:

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

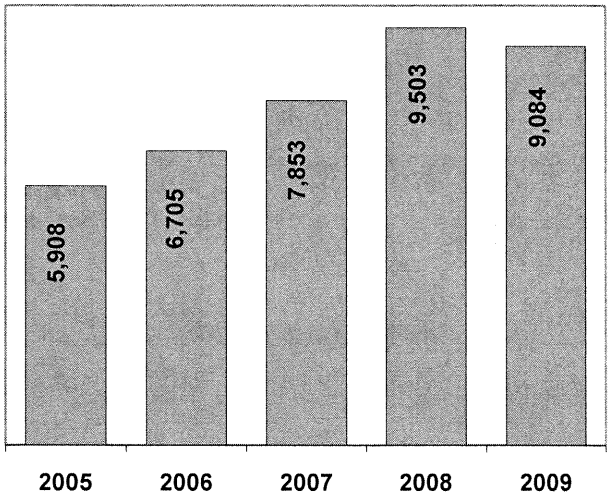
WORKLOAD STATISTICS:

Paramedic Satisfaction Survey
Percentage Good/Excellent



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

Total Incidents By Year



Customer Service Ratings: The above chart shows our customer satisfaction level for emergency medical services for Fiscal Year 2008-09. The results show that our paramedics continue to live up to the department's standard for treating all patients, as we would want our own family treated.

Incidents & Response Times: The Fire Department reached the incident scene 74% of the time in six minutes or less during the 2008-09 Fiscal Year. This did not achieve our goal of arriving on scene in six minutes or less 90% of the time.

KEY ACHIEVEMENTS FOR 2009-10:

- Completed the Standards of Coverage Study, analyzed and reviewed the Study recommendations with the City Council and implement approved changes.
- Continued the design and development of the Joint First Responders Training Facility in conjunction with the Police Department.
- Continued City of Carlsbad Community Emergency Response Team (CERT) classes and maintained CERT readiness standards.

KEY GOALS FOR FY 2010-11

- Sustain service delivery levels and programs within narrowly proscribed economic boundaries.
- Refine how to meet service delivery demands and seek out better service delivery methods.
- Identify opportunities to redefine existing programs within a Regional Service Delivery Model.
- Assist in the implementation of the Joint First Responders Training Facility during the project building phase.

PROGRAM: **ADMINISTRATION**
FUND: **GENERAL**
PROGRAM GROUP: **FIRE** **ACCT NO. 0012210**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$466,059	$502,285	$457,334	$471,060
MAINTENANCE & OPERATIONS	130,188	117,306	125,737	182,456
CAPITAL OUTLAY	14,116	57,836	0	0
GRAND TOTAL	$610,363	$677,427	$583,071	$653,516
FULL TIME POSITIONS	**3.00**	**3.00**	**3.00**	**3.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

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

Planning
- Provide a planning interface with other City departments and regional agencies in order to facilitate improved Fire services.
- Monitor development under the Growth Management Program as it relates to the relocation of Fire Station 3.
- Participate in the San Diego County Unified Disaster Council and Hazardous Materials Response JPAs.
- Participate in regional planning activities, including cooperation and coordination of dispatching, training, recruitment, and facilities.

SIGNIFICANT CHANGES:

- In FY 2010-11, a new Fire Support Services Division has been created to provide support and logistics services department-wide. Some items previously budgeted in Fire Administration were reorganized and are now budgeted in Support Services. For presentation purposes, the expenditure, budget, and position history have been reallocated to match the Fire Department's reorganization.

PROGRAM: EMERGENCY OPERATIONS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012220-28

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$12,084,479	$12,131,916	$11,858,246	$12,037,033
MAINTENANCE & OPERATIONS	1,835,186	2,006,645	1,907,762	1,908,942
CAPITAL OUTLAY	632,566	154,471	0	0
GRAND TOTAL	$14,552,231	$14,293,032	$13,766,008	$13,945,975
FULL TIME POSITIONS	**78.00**	**78.00**	**78.00**	**78.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

Administration
Provide operational oversight for all services delivered by Emergency Operations.

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

Suppression
Extinguish fires and prevent spread to threatened property.

Technical Rescue
Provide all fire personnel equipment and training to enable “All-Risk” rescue needs.

Hazardous Materials (HazMat)/WMD
Provide training and equipment to handle the initial phases of a HazMat incident.

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

Apparatus
Provide supplies to protect and maintain all apparatus.

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

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

SIGNIFICANT CHANGES:

- In FY 2010-11, a new Fire Support Services Division has been created to provide support and logistics services department-wide. Some items previously budgeted in Emergency Operations were reorganized and are now budgeted in Support Services. For presentation purposes the expenditure, budget, and position history have been reallocated to match the Fire Department’s reorganization.

PROGRAM: **WEED ABATEMENT**
FUND: **GENERAL**
PROGRAM GROUP: **FIRE** **ACCT NO. 0012235**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$0	$0	$0	$0
MAINTENANCE & OPERATIONS	59,525	22,108	110,300	110,300
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$59,525	$22,108	$110,300	$110,300
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

Hazard Identification
Identify and serve notice to owners of properties on which fire hazards exist or are likely to exist.
- Select 500 – 1,100 parcels for clearance.
- Obtain City Council approval for abatement.
- Mail notices to property owners.

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

SIGNIFICANT CHANGES:

- None

PROGRAM: EMERGENCY PREPAREDNESS
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012240-43

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$120,989	$119,399	$120,393	$120,753
MAINTENANCE & OPERATIONS	72,743	132,435	177,398	140,424
CAPITAL OUTLAY	24,344	78,821	0	0
GRAND TOTAL	$218,076	$330,655	$297,791	$261,177
FULL TIME POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Develop and manage emergency preparedness and hazard mitigation programs that reduce the impact of natural and man-made disasters.

- The FY 2010-11 City Emergency Preparedness Program strategic goals include: strengthen City preparedness programs, develop community relationships, strengthen mutual aid partnerships, and meet federal and state preparedness requirements. The major components of the City's emergency and disaster response program include the following:
- Emergency preparedness and continuity of operations planning;
- Emergency Operations Center (EOC) readiness, Disaster Service Worker (DSW), Incident Command System (ICS) and NIMS training;
- CPR/First Aid/AED training; and
- Public Outreach, including Community Emergency Response Team (CERT) classes and maintenance of CERT readiness standards.

PROGRAM ACTIVITIES:

Planning
- Direct and manage City of Carlsbad Emergency Management Administrative Team (CEMAT).
- Manage EOC facility, staffing, equipment and supplies to ensure incident response readiness

Training and Education
- Conduct classroom and simulation training sessions for City staff.
- Conduct Emergency Operations Center training and exercises.
- Provide basic emergency response training to City employees.
- Ensure City compliance with training and implementation of the National Incident Management System (NIMS).

Inter-Agency Coordination
- Represent the interests of the City on the County Unified Disaster Council (UDC).

SIGNIFICANT CHANGES:

- In FY 2010-11, a new Fire Support Services Division has been created to provide support and logistics services department-wide. Some items previously budgeted in Emergency Preparedness were reorganized and are now budgeted in Support Services. For presentation purposes the expenditure, budget, and position history have been reallocated to match the Fire Department's reorganization.

PROGRAM: SUPPORT SERVICES
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012250-53

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$391,207	$385,260	$383,884	$384,820
MAINTENANCE & OPERATIONS	821,933	872,021	855,500	862,150
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,213,140	$1,257,281	$1,239,384	$1,246,970
FULL TIME POSITIONS	**1.75**	**1.75**	**1.75**	**1.75**
HOURLY/FTE POSITIONS	**1.17**	**1.17**	**1.17**	**1.17**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

Provide program support services including:

- Assessment and selection of new probationary employees
- One year probationary training and testing
- Annual promotional testing
- Facilities management
- Contract services management
- Apparatus/Fleet management services
- Procurement services (equipment and supplies)
- Computer program management

SIGNIFICANT CHANGES:

- This is a new division created in FY 2010-11, which provides support and logistics services to all other Fire Department divisions. The Support Services budget contains line items previously budgeted in other Fire divisions. For presentation purposes the expenditure, budget, and position history have been reallocated to match the Fire Department's reorganization.

PROGRAM: PREVENTION
FUND: GENERAL
PROGRAM GROUP: FIRE

ACCT NO. 0012260

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$715,324	$688,488	$682,742	$648,764
MAINTENANCE & OPERATIONS	78,194	89,784	91,563	54,658
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$793,518	$778,272	$774,305	$703,422
FULL TIME POSITIONS	**5.00**	**5.00**	**5.00**	**5.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

Enforcement and Engineering

- Provide code enforcement occupancy inspections in existing public buildings and those under construction.
- Provide training and administrative support for engine company code enforcement activities.
- Conduct periodic fire inspections in commercial, industrial, and multi-family residential buildings.
- Perform code compliance reviews on construction plan submittals within 45 days.
- Perform new construction inspections within 48 hours of request.
- Conduct code compliance inspections in State Fire Marshal mandated facilities (public assemblies, schools, care facilities, hotels and motels, apartment complexes and hazardous materials handling facilities).
- Respond to citizen hazard inquiries and complaints.
- Provide coordination for fire and life safety public education programs.
- Conduct cause and origin investigations for suspicious or large loss fires.

SIGNIFICANT CHANGES:

- A new program for voluntary expedited review of building plans was instituted in March 2010.
- In FY 2010-11, a new Fire Support Services Division has been created to provide support and logistics services department-wide. Some items previously budgeted in Fire Prevention were reorganized and are now budgeted in Support Services. For presentation purposes the expenditure, budget, and position history have been reallocated to match the Fire Department's reorganization.

Housing & Neighborhood Svcs

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: HOUSING & NEIGHBORHOOD SERVICES
FUND: VARIOUS
DEPARTMENT: HOUSING & NEIGHBORHOOD SERVICES **SUMMARY**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,242,760	$1,240,906	$1,252,948	$1,174,356
MAINTENANCE & OPERATIONS	7,282,920	8,939,083	8,260,799	8,975,179
CAPITAL OUTLAY	291,534	12,861	0	0
GRAND TOTAL	$8,817,214	$10,192,850	$9,513,747	$10,149,535
FULL TIME POSITIONS	**11.00**	**11.00**	**11.00**	**11.00**
HOURLY/FTE POSITIONS	**0.64**	**0.64**	**0.64**	**0.64**

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Housing

- Affordable housing development and financial assistance program
- Homebuyer assistance and other related assistance
- Rental assistance
- Minor home repair

Neighborhood Services

- CDBG/HOME Funding Program
- Community Activities Grant
- Storefront Improvement Grant Program
- Volunteer Program
- Hiring Center
- Village Neighborhood Improvement/Enhancement Projects and Services
- Information and referrals
- Neighborhood Organization and Engagement Initiative
- Community Relations Program and Neighborhood Liaisons

SIGNIFICANT CHANGES:

- None

PROGRAM: NEIGHBORHOOD SERVICES
FUND: GENERAL FUND
PROGRAM GROUP: HOUSING AND NEIGHBORHOOD SERVICES **ACCT NO. 0012510**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$260,026	$258,748	$258,866	$231,789
MAINTENANCE & OPERATIONS	143,438	126,943	209,017	238,393
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$403,464	$385,691	$467,883	$470,182
FULL TIME POSITIONS	**1.00**	**1.00**	**1.00**	**2.21**
HOURLY/FTE POSITIONS	**0.18**	**0.18**	**0.18**	**0.18**
GENERAL FUND	$373,464	$356,691	$427,883	$430,182
SPECIAL REVENUE	30,000	29,000	40,000	40,000
TOTAL FUNDING	$403,464	$385,691	$467,883	$470,182

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Community Activity Grants
- Provide Neighborhood Enhancement Program assistance.
- Assist winning teams and special events that benefit the community of Carlsbad.

Employment Hiring Center
- Administer contract and work with contractor to provide a hiring center to assist day laborers in obtaining employment.

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

Community Relations Program and Neighborhood Liaisons
- Coordinate programs to meet the needs of our diverse community.
- Provide a central point of contact between residents and city government.
- Coordinate neighborhood service interdepartmental response teams.
- Provided $40,000 in Community Activity Grants to nine organizations.
- A total of 662 day laborers were placed into jobs by the Hiring Center.
- More than 2,000 volunteers donated 91,532 hours of service with net benefit to City of $1.8 million.

Volunteer Program
- Recruit and coordinate volunteer services.
- Match volunteers with appropriate programs and projects to allow for community problem solving and extension of city services.
- Encourage an environment of volunteerism throughout the community.

KEY ACHIEVEMENTS FOR 2009-10

- Provided $40,000 in Community Activity Grants to nine organizations.
- A total of 662 day laborers were placed into jobs by the Hiring Center.
- More than 2,000 volunteers donated 91,532 hours of service with net benefit to City of $1.8 million.

SIGNIFICANT CHANGES:

- This is a new program implemented in part as a result of the City's recent realignment efforts.
- Increase of 1.21 FT transferred from other divisions to more accurately reflect work performed.

PROGRAM: AFFORDABLE HOUSING
FUND: HOUSING TRUST FUND
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 1332621

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$262,181	$265,646	$262,708	$200,991
MAINTENANCE & OPERATIONS	84,966	167,262	238,253	299,586
CAPITAL OUTLAY	889	0	0	0
GRAND TOTAL	$348,036	$432,908	$500,961	$500,577
FULL TIME POSITIONS	**3.14**	**3.14**	**3.14**	**1.88**
HOURLY/FTE POSITIONS	**0.08**	**0.08**	**0.08**	**0.12**

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Affordable Housing Programs
Provide staff support to implement the various affordable housing programs as set forth within the City's housing element including:

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

Affordable Housing Financial Assistance

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

Inclusionary Housing

- Implement the Inclusionary Housing Ordinance by providing information to developers, the public, and City staff on the requirements of the ordinance.
- Negotiate and prepare affordable housing agreements.
- Monitor the development and operation of affordable housing developments.

WORKLOAD STATISTICS:

	Actual 06-07	Actual 07-08	Actual 08-09	Est 09-10
• Affordable Housing Units Approved:	255 units	104 units	40 Units	50 Units
• Affordable Housing Units Completed:	66 units	168 units	90 Units	6 Units
• Financial Assistance to Affordable Housing Projects:	$3,009,000	$1,932,000	$1,014,000	$3,750,000

SIGNIFICANT CHANGES:

- Reduction of 1.26 FT transferred to other divisions to more accurately reflect work performed.
- Increase of 0.04 FTE transferred from other divisions to more accurately reflect work performed.

PROGRAM: RENTAL ASSISTANCE
FUND: HUD SECTION 8 HOUSING
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 1902301

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$382,378	$405,234	$415,486	$422,880
MAINTENANCE & OPERATIONS	4,900,374	5,753,185	5,754,133	6,155,797
CAPITAL OUTLAY	1,226	0	0	0
GRAND TOTAL	$5,283,978	$6,158,419	$6,169,619	$6,578,677
FULL TIME POSITIONS	**4.25**	**4.25**	**4.25**	**4.25**
HOURLY/FTE POSITIONS	**0.30**	**0.30**	**0.30**	**0.34**

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Section 8 Tenant-Based Rental Assistance

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

Family Self-Sufficiency

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

PERFORMANCE/WORKLOAD MEASURES:

- Maintain a Section Eight Management Assessment Program (SEMAP) ranking of "standard performer" or "high performer."
- Achieve and maintain a lease rate utilizing 98% of allocated funds.
- Update and revise Administrative Plan to adopt changes in federal regulations.
- Expand rental assistance knowledge by conducting community workshops, providing owner and participant educational opportunities, and conducting owner outreach presentations.

KEY ACHIEVEMENTS 2009-10:

- Provided monthly rental assistance to approximately 603 very low and extremely low-income households.
- Received "High Performer" ranking under SEMAP.

SIGNIFICANT CHANGES:

- Increase of 0.04 FTE transferred from other divisions to more accurately reflect work performed.

PROGRAM: COMMUNITY DEVELOP. BLOCK GRANT
FUND: CDBG ENTITLEMENT
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 391XXXX

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$67,576	$76,884	$77,096	$74,364
MAINTENANCE & OPERATIONS	101,662	944,876	653,024	589,590
CAPITAL OUTLAY	288,806	12,861	0	0
GRAND TOTAL	$458,044	$1,034,621	$730,120	$663,954
FULL TIME POSITIONS	**0.61**	**0.61**	**0.61**	**0.59**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Administration of Community Development Block Grant Program (CDBG)

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

PERFORMANCE MEASURES:

- Hold four public meetings to review and obtain comments on the City's CDBG Program.
- Conduct selection process to identify a minimum of ten local public service agencies that should be assisted with funding through the CDBG Program.
- Monitor grant sub-recipients and maintain documentation necessary to meet federal guidelines.

PROJECTS AUTHORIZED BY COUNCIL FOR 2010-11:

Boys and Girls Club	$7,300
Brother Benno	$6,400
Casa de Amparo	$336,319
Opportunity Grants Program	$5,000
Community Resource Center	$7,000
Fraternity House	$6,000
From the Inside Out	$5,000
Interfaith Community Services	$5,000
Meals on Wheels	$5,200
North County Health	$9,100
North County Lifeline	$5,000
Women's Resource Center	$6,000
Catholic Charities	$159,500
Center for Social Advocacy	$10,100

KEY ACHIEVEMENTS 2009-10:

- Provided funding assistance to 13 nonprofit organizations.
- Met compliance requirements for timely expenditure of funds.
- Provided funding for programs that assisted over 1,500 Carlsbad residents.

SIGNIFICANT CHANGES:

- Reduction of 0.02 FT transferred to other divisions to more accurately reflect work performed.

PROGRAM: REDEVELOPMENT OPERATIONS
VILLAGE AREA
FUND: REDEVELOPMENT AGENCY
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES **ACCT NO. 801XXXX, 802XXXX**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$211,340	$172,400	$176,852	$170,559
MAINTENANCE & OPERATIONS	2,005,699	1,875,777	1,324,715	1,603,845
CAPITAL OUTLAY	552	0	0	0
GRAND TOTAL	$2,217,591	$2,048,177	$1,501,567	$1,774,404
FULL TIME POSITIONS	**1.56**	**1.56**	**1.56**	**1.54**
HOURLY/FTE POSITIONS	**0.08**	**0.08**	**0.08**	**0.00**

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Implementation of the Carlsbad Village Master Plan

- Coordination of project development and permit processing transition to Community & Economic Development (CED) Department for Village Area.
- Administration of the Parking-In-Lieu Fee Program.
- Property development for future redevelopment projects, and continuation of programs and projects for revitalization.

Community Relations and Public Relations Program

- Work with the Carlsbad Village Association and other business organizations to continue community awareness and public relations activities and engagement.
- Continue implementation of the Village Beautification Program through coordination of maintenance efforts in the Village.
- Continue to work with CED and NCTD to resolve parking and land-use-related issues associated with the Village Commuter Rail Station and surrounding properties, and to pursue mutual development opportunities.

NEIGHBORHOOD PRESERVATION AND/OR ENHANCEMENT SERVICES:

- Continue tree lighting program.
- Expand work with Village Neighborhood to implement action plan for continuing redevelopment.
- Continue efforts to encourage new or expanded businesses in the Village
- Implement Storefront Improvement Grant Program.
- Implement banner programs, which include Salute to Our Military Heroes and Snapshots of Time, to further connect the community and celebrate the success of redevelopment.
- Participate in Community Conversations to further develop strategy for Oak Yard reuse and/or redevelopment.

KEY ACHIEVEMENTS FOR 2009-10:

- Revisions to development standards to assist in encouraging development approved by the Coastal Commission and administrative revision.
- Processed four sidewalk sign/outdoor display permits; 30 sign permits; three administrative redevelopment permits; and two major redevelopment permits.
- Completion of strategy to develop Oak Yard into a cultural arts center/activity center, and implement Community Conversations process.
- Purchased property to provide for additional permanent public parking in the Village; 50 spaces on State Street.
- Initiated pilot project for decorative tree lighting program.

SIGNIFICANT CHANGES:

- The Carlsbad Village Redevelopment Plan will expire in July of 2010. Redevelopment activities will continue to be implemented for approximately ten years. However, transition to other types of neighborhood service programs to implement revitalization activities will begin.
- Reduction of 0.02 FT transferred to other divisions to more accurately reflect work performed.
- Reduction of 0.08 FTE transferred to other divisions to more accurately reflect work performed.

PROGRAM: LOW/MODERATE INCOME HOUSING VILLAGE AREA
FUND: REDEVELOPMENT AGENCY
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 8032420

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$37,486	$39,283	$39,414	$39,625
MAINTENANCE & OPERATIONS	36,553	40,707	61,202	61,706
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$74,039	$79,990	$100,616	$101,331
FULL TIME POSITIONS	**0.29**	**0.29**	**0.29**	**0.29**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Affordable Housing Project Processing Procedures
- Continue development of affordable housing project processing procedures.

Affordable Housing Project Coordination
- Assist in the structure and implementation of affordable housing projects.

Affordable Housing Education Program
- Direct educational programs for citizens, businesses, and government agencies interested in affordable housing.

PERFORMANCE/WORKLOAD MEASURES:

- Process at least three requests for financial assistance through the Housing Policy Team.
- Use existing low-income and moderate-income housing funds to develop property for an affordable housing project in the Village Redevelopment Area.
- Participate in at least three outreach programs, professional conferences, and/or citizen and business groups on affordable housing.

SIGNIFICANT CHANGES:

- None

PROGRAM: LOW/MODERATE INCOME HOUSING
SOUTH CARLSBAD COASTAL AREA
FUND: REDEVELOPMENT AGENCY
PROGRAM GROUP: HOUSING & NEIGHBORHOOD SERVICES ACCT NO. 8122420

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$21,773	$22,711	$22,526	$34,148
MAINTENANCE & OPERATIONS	10,228	30,333	20,455	26,262
CAPITAL OUTLAY	61	0	0	0
GRAND TOTAL	$32,062	$53,044	$42,981	$60,410
FULL TIME POSITIONS	**0.15**	**0.15**	**0.15**	**0.24**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

Helping people achieve their dreams.

PROGRAM ACTIVITIES:

Implement City-wide Affordable Housing Programs

- Affordable Housing Project Coordination for Inclusionary Housing Development.
- Affordable Housing Education Activities.
- Development of affordable housing programs.
- Facilitation of development of new affordable housing projects.

PERFORMANCE/WORKLOAD MEASURES:

- Utilize low-income and moderate-income housing funds to assist with the development and/or construction of at least one new affordable housing project within the city limits of Carlsbad.
- Develop Housing Plan for South Carlsbad Coastal Redevelopment Area.

SIGNIFICANT CHANGES:

- Increase of 0.09 FTE transferred from other divisions to more accurately reflect work performed.

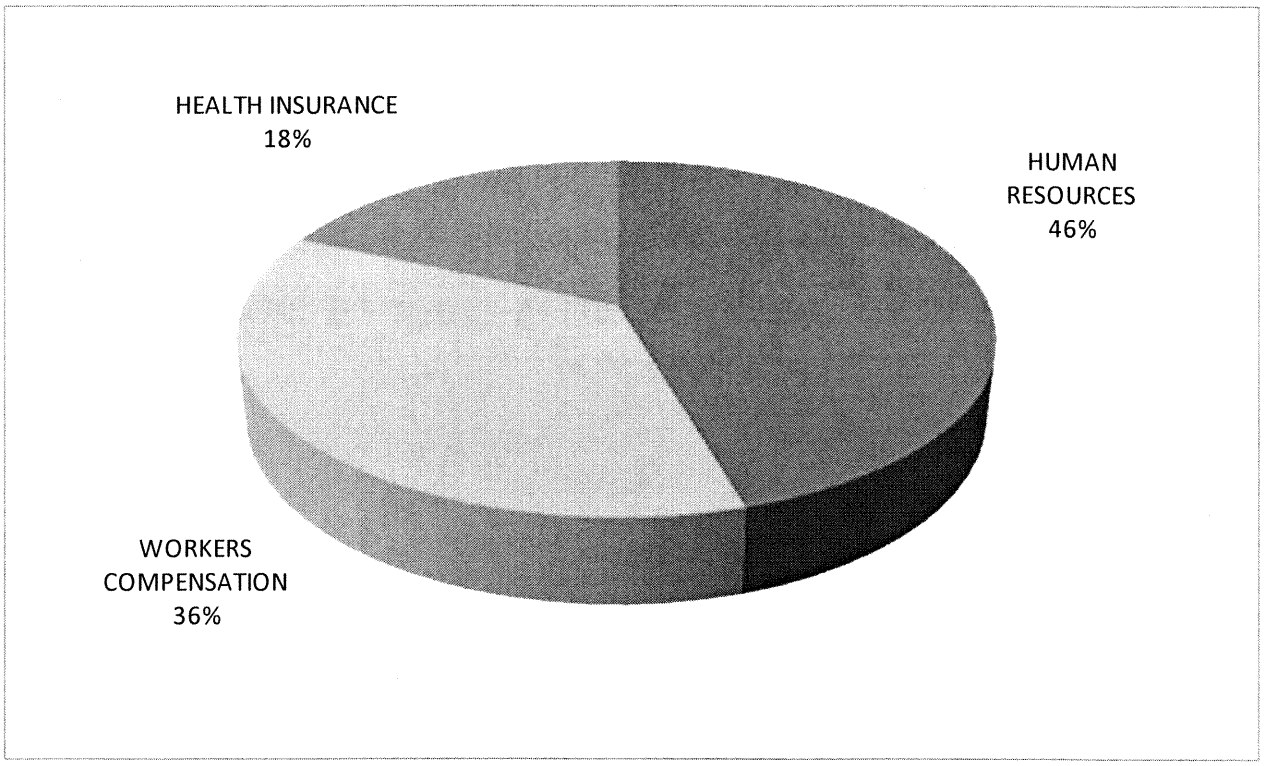
Human Resources

Operating Budget & Capital Improvement Program
FY 2010-2011

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

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,984,546	$1,376,598	$1,342,486	$1,260,000
MAINTENANCE & OPERATIONS	3,709,808	4,027,372	3,935,405	3,907,361
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$5,694,354	$5,403,970	$5,277,891	$5,167,361
FULL TIME POSITIONS	**10.00**	**10.00**	**10.00**	**9.00**
HOURLY/FTE POSITIONS	**1.50**	**1.50**	**1.50**	**1.50**



PROGRAM: HUMAN RESOURCES
FUND: GENERAL
PROGRAM GROUP: HUMAN RESOURCES **ACCT NO. 0011510 THRU 0011550**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,315,709	$1,198,242	$1,234,273	$1,150,928
MAINTENANCE & OPERATIONS	1,161,057	1,035,355	1,162,964	1,223,369
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$2,476,766	$2,233,597	$2,397,237	$2,374,297
FULL TIME POSITIONS	**9.00**	**9.00**	**9.00**	**8.15**
HOURLY/FTE POSITIONS	**1.50**	**1.50**	**1.50**	**1.50**

MISSION STATEMENT:

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

PROGRAM ACTIVITIES:

Employment & Workforce Planning:
- Proactively manage City staffing in alignment with City financial goals.
- Assist departments in job design/redesign efforts to facilitate restructuring and efficiency initiatives.
- Proactively plan and schedule recruitment efforts for anticipated key vacancies in FY 2010-11.
- Recruit and select exceptional employees.
- Onboard employees.
- Implement technologies to streamline employment application and selections processes.

Employee Development:
- Provide employee development opportunities for City staff.
- Identify skill gaps in the workforce and conduct targeted training.
- Continue to provide leadership development programs including coaching, assessment tools, and educational resources.
- Implement a technology solution to efficiently manage and organize the City's employee development efforts.

Benefits:
- Develop and implement comprehensive leave policy
- Implement changes due to health care reform
- Develop and implement policy for leaves of absence (occupational and non-occupational)

Classification and Compensation:
- Modify class specifications to support City realignment
- Classification studies
- Conduct salary surveys to ensure City employee compensation is aligned with the local labor market.

Employee Relations
- Discipline
- Investigations

Human Capital Management System (HCMS)
- Business process reviews
- System implementation

Labor Negotiations

WORKLOAD STATISTICS:

Measures for Recruitment*	FY 09-10
Number of applicants processed	5260
Number of recruitments processed	44
Number of eligibles on employment list	283
Number of new hires	27
Number of promotions/transfers	34

*as of 4/28/2010

KEY ACHIEVEMENTS FOR 2009-10:

- Completed selection process, approval and contracts for a Human Capital Management System
- Realignment of City departments
- Vacancy management

KEY GOALS FOR 2010-11:

- Labor Negotiations
- HCMS Implementation

SIGNIFICANT CHANGES:

Due to the realignment of City departments, funds and their administration were transferred from the Administrative Services Department to Human Resources Training and Development.

One Secretary was eliminated and 0.15 FTE was reallocated within the department to better reflect workload.

PROGRAM: WORKERS' COMPENSATION
FUND: SELF INSURANCE
PROGRAM GROUP: WORKERS' COMPENSATION **ACCT NO. 6111520**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$106,754	$96,409	$108,213	$109,072
MAINTENANCE & OPERATIONS	1,708,079	2,097,837	1,727,650	1,732,432
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,814,833	$2,194,246	$1,835,863	$1,841,504
FULL TIME POSITIONS	**1.00**	**1.00**	**1.00**	**0.85**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

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

PROGRAM ACTIVITIES:

Workers' Compensation Claims and Administration

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

PERFORMANCE MEASURE:

- Average lost days per claim = 5.5 (for the period of 07/01/08 – 06/30/09).

KEY GOALS FOR 2009-10:

Top Quality Services

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

SIGNIFICANT CHANGES:

0.15 FTE was reallocated within the department to better reflect workload.

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

ACCT NO. 6131520

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$562,083	$81,947	$0	$0
MAINTENANCE & OPERATIONS	840,672	894,180	1,044,791	951,560
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,402,755	$976,127	$1,044,791	$951,560
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

MISSION STATEMENT:

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

PROGRAM ACTIVITIES:

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

SIGNIFICANT CHANGES:

None

Information Technology

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: INFORMATION TECHNOLOGY
FUND: INTERNAL SERVICE
PROGRAM GROUP: INFORMATION TECHNOLOGY **ACCT NO. 640XXXX**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$2,366,586	$2,452,116	$2,497,160	$3,070,888
MAINTENANCE & OPERATIONS	2,178,078	2,977,827	2,835,579	2,517,675
CAPITAL OUTLAY	1,350,397	362,235	930,447	312,012
GRAND TOTAL	$5,895,061	$5,792,178	$6,263,186	$5,900,575
FULL TIME POSITIONS	**23.00**	**23.50**	**23.00**	**22.50**
HOURLY/FTE POSITIONS	**0.50**	**0.50**	**1.00**	**1.00**

MISSION STATEMENT:

Provide resources that will support departments in the performance of work tasks through the effective use of technology.

PROGRAM ACTIVITIES:

Computer and Telecommunication Support Services

- Ensure that all City computers and the City's telecommunication network remain operational with minimum downtime.
- Guarantee availability and security of City network computer resources available to both staff and the public.
- Provide support for all standard City applications.
- Ensure that the City is receiving best value for technology goods and services provided by outside vendors.
- Provide the necessary support for all telephone and data communication equipment.

New Systems Support

- Meet the information needs of the users and encourage the appropriate use of computers and communication technology to increase productivity and enhance communication.
- Enhance the City's Internet site for improved communication with residents, business and visitors.

WORKLOAD STATISTICS:

IT Help Desk Services	**FY 2009**
Total number of help tickets opened for the year	6,797
Average number of help tickets opened per month	566
Tickets by Priority Level	
Urgent	1.9%
High	41.2%
Medium	21.5%
Low	10.8%
Solved at time of call to help desk (regardless of priority)	24.5%

KEY ACHIEVEMENTS FOR 2009-10:

- The City's website was launched to include enhanced functionality for website visitors as well as City staff. This included new functionality around content management (SharePoint), e-mail alerts and subscriptions, mapping and a new inter-active City calendar.

- City e-mail was migrated from an internally focused application to an out-sourced model. This change reflected in a 25% percent cost savings and allows staff to focus on more strategic initiatives.

KEY ACHIEVEMENTS FOR 2009-10 (continued):

- Continued the modernization of the City's technology infrastructure through implementation of new network switches, remote access devices and staff and public wireless at all major City facilities. This will provide the foundation for future technology enhancements and capabilities for the City of Carlsbad.

- Developed the first data mart for the Public Works Maintenance and Operations division that focused on water rates and usage data. The data mart, using a business intelligence approach, will integrate and depict data in new and more meaningful ways. The water rate and usage data is able to extract from multiple systems and load into a central location to serve the needs of a specific group. The goal was to provide precise information to users in a timely manner to facilitate accurate decisions.

- Upgraded the quality and functionality of the web-based interactive map available to City staff on the intranet.

- Acquired new, high resolution (0.33' resolution) aerial photography for the City in a cost-share project with seven other local agencies.

- Continued the maintenance of the geofile for the Police computer-aided dispatch system, updated the Carlsbad portion of Fire dispatch geofile, and support the creation of a North County-wide fire/emergency response mapping system.

KEY GOALS FOR 2010-11:

Expand the Business Intelligence Data Warehouse program --- which combines and transforms information from disparate sources and makes that information directly accessible. This will reduce the need for IT to write many reports that are often used to address a one time and immediate query. More accessible information enables City staff to more readily explore opportunities, create strategies, and conduct analysis which can assist in their decision making abilities.

Further the modernization of the City's network infrastructure --- this initiative focuses on network/web infrastructure replacements, upgrades and improvements that began in FY 2008-09. This effort includes continued implementation of security infrastructure and practices identified in the security roadmap defined in the FY 2007-08 security audit; and operational efficiencies to be gained through desktop virtualization. Just as virtualization of our network servers has increased utilization and efficiencies in the data center, desktop virtualization has even a greater potential to reduce hard costs, support costs and increase user flexibility.

Implement new data and video networks --- the City's new cable channel and traffic management networks will positively add to the lives of our residents. To ensure that the correct technology and services are in place when needed, these networks will be designed and implemented to support high levels of connectivity, responsiveness, data through-put and integrity.

Strengthen IT asset management processes --- help create a more comprehensive view of the entire portfolio of technology resources and infrastructure. Expand the department's ability to show how, when, where and why technology resources were committed.

Improve IT service delivery --- this goal seeks to implement a consistent and comprehensive methodology for IT Service Management. Following the Information Technology Infrastructure Library (ITIL) methodology provides a systematic and professional approach to the management of IT service provision.

SIGNIFICANT CHANGES:

The Geographic Information Services division is a part of the Information Technology Department.

0.50 of a previously unfunded Administrative Secretary was eliminated.

Library & Arts

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: LIBRARY
FUND: VARIOUS
PROGRAM GROUP: LIBRARY

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$6,009,050	$6,191,699	$6,339,461	$6,257,056
MAINTENANCE & OPERATIONS	3,366,681	3,565,235	2,970,373	3,360,506
CAPITAL OUTLAY	126,995	104,731	0	0
GRAND TOTAL	$9,502,726	$9,861,665	$9,309,834	$9,617,562
FULL TIME POSITIONS	**48.00**	**48.00**	**48.00**	**47.25**
HOURLY/FTE POSITIONS	**59.25**	**59.25**	**59.25**	**59.25**

PROGRAM DESCRIPTION:

The Carlsbad City Library provides educational, informational, and recreational services for all community residents; provides both print and non-print resources that respond to the interests and needs of a diverse population; provides convenient access and adequate space for users and resources; and promotes a broad awareness of the Library and its services. The Library contributes to the enrichment of Carlsbad's residents by supporting lifelong learning, the pursuit of knowledge, and serving as a community gathering place.

KEY ACHIEVEMENTS FOR 2009-10:

- Successful "Carlsbad Reads Together" program with visit by Thomas Steinbeck discussing Travels with Charley written by his father, John Steinbeck.
- Downloadable e-audio books introduced for circulation.
- Successfully implemented effective new model for Strategic Directions Workplan.
- Launched redesigned Library web page.
- Successfully upgraded integrated library system for library catalog.
- Optimized restructuring opportunities with retirements and FTE reduction.
- Improved service through use of credit/debit options at all circulation points including self-checkout stations.
- Improved programming facilitation through cooperation with outside producer services.

KEY GOALS FOR 2010-11:

- Enhance delivery of internal information via City Intranet.
- Enhance delivery of external information via social media options.
- Research and evaluate next-generation library automation systems.
- Team with Information Technology Department to optimize bandwidth available for patron internet access.
- Increase City staff awareness and use of library services and programs to assist other departments in their work.

SIGNIFICANT CHANGES:

- Merged Programs and Graphics and Media Services divisions into Community Relations division.
- Developed and filled Business Systems Associate position.
- Reduced 1.0 FT position due to retirement
- Increased 0.25 FT for Literary Services

PROGRAM: GEORGINA COLE LIBRARY
FUND: GENERAL
PROGRAM GROUP: LIBRARY **ACCT NO. 0014010/0014015-16/0014025/0014035/0014069**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,762,222	$1,779,829	$1,846,803	$1,862,492
MAINTENANCE & OPERATIONS	585,911	762,593	347,819	511,344
CAPITAL OUTLAY	10,750	7,126	0	0
GRAND TOTAL	$2,358,883	$2,549,548	$2,194,622	$2,373,836
FULL TIME POSITIONS	**12.75**	**12.75**	**12.75**	**12.75**
HOURLY/FTE POSITIONS	**22.40**	**21.40**	**21.10**	**21.10**

WORK PROGRAM:

The Georgina Cole Library, located in North Carlsbad, is designed to provide the community with print and non-print materials for adults, teens, and children, with special collections in genealogy and local history. Services provided include reference assistance, public computer use for adults and children, special programs for all ages, and monthly exhibits offered by local residents.

PROGRAM ACTIVITIES:

Cole Library Administration
Administrative staff at the Georgina Cole Library participates in Library Administration operations in conjunction with the main Administrative offices at the Carlsbad City Library on Dove Lane.

- Manage the Georgina Cole Library and the Library Learning Center's facilities, budget, and collections.
- Coordinate library-wide volunteer services and programs, library vehicle maintenance, and daily courier service.
- Maintain awareness of the community's needs and coordinate operations with other City departments.
- Participate in and promote public education pertaining to the general history of Carlsbad, historic areas and sites.

Circulation
The Circulation division maintains Library patron accounts and manages the circulation of library materials.

- Circulation staff issue library cards to borrowers and Internet users; circulate print and audio/visual materials; track intransit, reserved and overdue items; sort and shelve all library materials
- Collect fines and fees; reconcile daily money transactions; generate financial reports; process and disburse refunds and oversee collection agency accounts.
- Receive and transfer incoming phone calls; provide phone renewal and information
- Serve as a first point of inquiry and direction for patrons entering the Library.
- Enroll visually-impaired patrons in the Braille Institute services; exchange and provide repair for malfunctioning Braille audio machines
- Coordinate Carlsbad's participation in county-wide delivery and return of Serra Cooperative member library materials.

WORKLOAD STATISTICS:

	2007-08	2008-09
Library Visits	230,619	209,663
Computer Users	54,112	59,558
Wireless users	7,867	9,957
Reference Questions	84,357	102,714
Children's/Teen Programs	609	662
Children's/Teen Program Attendance	14,934	19,280
Circulation	383,488	396,069
Genealogy Programs	63	71
Genealogy Program Attendance	2,771	2,995
Genealogy In-House Usage	24,400	21,480

PROGRAM ACTIVITIES (continued):

Reference
Reference Librarians assist the public with information needs; provide instruction in the use of resources; perform research for the public, local business, and government; and locate library materials for patrons. Reference support staff provides interlibrary loan service; updates reference sources, and staffs public service desks. Both librarians and support staff offer a range of book clubs.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; facilitate book clubs; administer services to homebound patrons and provide assistance to the public with access to the Internet and software programs on public access computers
- Periodicals staff manages a collection of 192 magazines and 14 newspapers and related back files.
- Computer lab staff provides assistance with public access to the Internet and other software programs.
- History Room staff provides and maintains a repository for collecting, preserving, and researching local history and reply to community and City needs for historic photos and information.

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

- Plans, schedules and conducts fun and educational year-round programs for youth of all ages which promote the Library as a positive place, encouraging early and traditional literacy as well as other forms of literacy such as information, computer, and cultural literacy.
- Introduces youth to literature and promote early family learning through interactive story time and craft programs.
- Answers reference questions and readers' advisory inquiries using print and non-print resources.
- Provides Internet-accessible computers for research, homework and recreational use.
- Provides entertaining and educational social activities and programs for teens encouraging library use and lifelong learning.
- Works with other youth-related organizations to promote Library services and outreach to the community.
- Provides classroom visits, library instruction and tours for children, teens and other youth-related groups.

Genealogy
The Genealogy Division provides reference and instructional assistance to patrons researching their ancestry. Genealogy staff manages the selection, classification, and organization of a 23,000 volume collection, 9,000 microfilm rolls, 150,000 microfiche, and 75 compact discs. It is a collection of excellence that draws researchers from all over the nation.

- Responds to in-person and telephone reference requests; provide individual patrons with a general introduction to the collection; provides instruction on the use of the catalog and other finding aids; instructs on the use of various equipment including computers, and microfilm/fiche readers and printers.
- The North San Diego County Genealogical Society (NSDCGS) has been a support group for this collection for 30 years. The division works with and assists the Society in fund-raising for the acquisition of materials for the collection and in instructional programs.

KEY ACHIEVEMENTS FOR 2009-10:

- Genealogy Division added shelving, purchased with funds donated by the North San Diego County Genealogical Society, and completed the first complete shift of the collection since the 1999/2000 renovation of the Cole Library.
- Conducted pilot program for in-library loan of a netbook to increase public computer access.

KEY GOALS FOR 2010-11:

- Evaluate next generation library automation systems.
- Develop staff training program that ensures consistent, standard training.
- Re-arrange Cole Library reading and research area to create a more inviting, functional, and safe space.

SIGNIFICANT CHANGES:

- The Library Graphics function formerly housed in the upstairs staff area at Cole was relocated to the Library on Dove Lane.

PROGRAM: CARLSBAD CITY LIBRARY
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: LIBRARY **ACCT NO. 0014070-4095, 1754010, 1454013**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$2,625,201	$2,632,602	$2,719,626	$2,620,314
MAINTENANCE & OPERATIONS	1,336,164	1,485,737	1,175,394	1,271,535
CAPITAL OUTLAY	46,480	67,827	0	0
GRAND TOTAL	$4,007,845	$4,186,166	$3,895,020	$3,891,849
FULL TIME POSITIONS	**20.25**	**19.50**	**19.50**	**19.50**
HOURLY/FTE POSITIONS	**25.70**	**25.70**	**25.70**	**25.70**
GENERAL FUND	$3,990,170	$4,142,413	$3,887,520	$3,888,649
SPECIAL REVENUE	17,675	43,753	7,500	3,200
TOTAL FUNDING	$4,007,845	$4,186,166	$3,895,020	$3,891,849

WORK PROGRAM:

The Carlsbad City Library on Dove Lane is located in South Carlsbad. Services include print and non-print materials, reference and information, computer labs for adults and children, special programs, an art gallery, and the Friends of the Library bookstore, as well as an auditorium and meeting room.

PROGRAM ACTIVITIES:

Administration

Administration provides leadership for the Carlsbad City Library system; plans for the growth of resources and facilities; manages all budget and fiscal matters; coordinates relations with local and State government, the Library Board, the Friends of the Library, the Carlsbad Library and Arts Foundation, and the Serra Cooperative Library System.

- Prepares department budget; process invoices, and requisitions; monitors expenditures; maintains fiscal records.
- Handles grants and reports at local and State levels.
- Develops and plan technology solutions to effectively deliver library services.
- Provides leadership for the Library's divisions.

Circulation

The Circulation division maintains Library patrons' accounts and manages the circulation of library materials.

- Circulation division issues library cards to borrowers and Internet users; circulates print and audio/visual materials and equipment to all library patrons; tracks intransit, reserved and overdue items; sorts and shelves all library materials; handles phone calls and Renewal message lines; modifies account notification method.
- Processes and mails overdue and reserve notices
- Collect s fines and fees; reconciles daily money transactions, generates financial reports, processes and disburses refunds, and oversees collection agency accounts.
- Monitors and surveys operation of conveyor belt system
- Enrolls visually impaired patrons in the Braille Institute; exchanges and provides repair for malfunctioning Braille machines.

WORKLOAD STATISTICS:

	2007-08	2008-09
Library Visits	405,088	415,487
Computer Users	90,102	94,713
Wireless Users	6,466	7,494
Reference Questions	157,385	172,967
Children's/Teen Programs	488	443
Children's/Teen Program Attendance	22,018	21,913
Circulation	895,055	922,462

Reference
Reference Librarians assist the public with information needs; provide instruction in the use of resources; perform research for the public, local business, and government; locate library materials for patrons; and offer a range of book clubs. Reference support staff provides interlibrary loan service; updates reference sources; and staffs public service desks.

- Librarians respond to in-person, telephone, and email reference questions; provide instruction classes and tours; select books and other materials; and facilitate book clubs.
- Information Desk staff provides directional information and answers basic reference questions.
- Periodicals staff manages a collection of 340 magazines and 20 newspapers and related back files.
- Computer lab staff provides assistance with access to the Internet and other software programs.
- Young Adult Services staff develops programs and activities that encourage and support library use by teens.

Children's
The Children's Division supports youth from infancy through middle school by meeting their informational, recreational, literacy development and cultural needs. The Division also assists parents, teachers and adult students through a variety of resources.

- Respond to in-person and telephone reference questions and provide readers' advisory assistance using print and non-print resources.
- Plan and implement a variety of programs that promote learning and literacy, e.g., storytimes, puppet shows reading groups and special holiday events.
- Work with other child-oriented organizations to promote library services and outreach to the community.
- Offer after-school volunteer homework assistance, group tours and library skills instruction.
- Provide youth and parent access to Internet resources through the Leichtag Family Foundation Computer Lab. Assist them with scanning, printing and saving their work as needed.
- Offer age-appropriate introductory sessions on Microsoft Word, PowerPoint and other programs students need to achieve academic success.

KEY ACHIEVEMENTS FOR 2009-10:

- Re-design of parking lot/curb pedestrian area constructed to enhance safety.
- Improved lighting, collections placement and signage (including electronic bulletin boards).
- Accommodated retirements through streamlined operations in Reference and Technical Services.

KEY GOALS FOR 2010-11:

- Evaluate next generation library automation systems.
- Develop staff training program that ensures consistent, standard training.
- Engage community virtually using current web technology (Web 2.0/3.0).

SIGNIFICANT CHANGES:

- Improved support with additional Business Systems Associate position.
- Changed workloads and work flows with reduced FTE (retirements).

PROGRAM: LIBRARY LEARNING CENTER
FUND: GENERAL
PROGRAM GROUP: LIBRARY **ACCT NO. 0014030/0014055-6**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$316,317	$423,498	$459,193	$475,419
MAINTENANCE & OPERATIONS	109,242	129,150	359,301	334,968
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$425,559	$552,648	$818,494	$810,387
FULL TIME POSITIONS	**2.00**	**2.75**	**2.75**	**3.00**
HOURLY/FTE POSITIONS	**4.00**	**5.00**	**5.40**	**5.40**

WORK PROGRAM:

The Library Learning Center serves as a resource to foster life-long learning through its support of early literacy, family literacy, and adult literacy programs and activities. In addition to serving as a regular library facility, the Learning Center provides two user-focused programs, Bilingual Services and Literacy Services. Learning Center staff actively network with community agencies and organizations, as well as the school district, to provide outreach, presentations, information about library services, and the promotion of reading, literature, and library use to our diverse community.

PROGRAM ACTIVITIES:

Bilingual Services offers a welcoming and culturally sensitive environment that enables Spanish-speaking residents and non-traditional library users to obtain information, to access technology, and to find library materials. Services include a Spanish language and bilingual Spanish-English print and media collection, bilingual literature-based programs for children, homework assistance, and Spanish language computer classes.

Literacy Services provides learning assistance in reading, writing, comprehension, math, and life skills to English-speaking adults and students participating from Carlsbad High School. New learners are assessed to determine literacy needs and recommend appropriate curriculum to assist in meeting learning goals. The program also provides orientation, training, and on-going support to new and established volunteer tutors to help them foster the development of positive self-esteem in their learners and the practical application of literacy skills in the home, workplace, and community.

WORKLOAD STATISTICS:

	2006-07	**2007-08**	**2008-09**
Library Visits	24,105	27,087	45,782
Program Attendance	3,645	3,940	7,062
Computer users	9,061	8,876	11,051
Reference questions	2,940	3,199	7,960
Circulation	11,375	13,068	16,344
Literacy Learners	160	145	139
Literacy volunteer tutors	115	114	102
Literacy volunteer hours donated		11,836	11,000

KEY ACHIEVEMENTS FOR 2009-10:

- The Learning Center celebrated its first year anniversary in August 2009. Usage rose throughout the first year.
- Bilingual and Literacy Services collaborated to offer joint programming as well as incorporating program opportunities presented by staff from other Library sites.
- Literacy Services was again selected by the State Library as one of only four sites in California to host the Adult Learner Leadership Institute, a program which focuses on literacy leadership and advocacy by and for learners.
- The Learning Center's 2009 Summer Reading participants almost tripled from enrollment in past years.
- Bilingual staff received training and implemented an early literacy skills focus into children's programming.
- Lobby design was completed.

KEY GOALS FOR 2010-11:

- Explore potential partnerships with local agencies and/or educational institutions to provide ESL classes on site.
- Explore ways to align LLC hours with other Library facilities using a full analysis of costs and a needs assessment.

SIGNIFICANT CHANGES:

- Learning Center use statistics increased steadily after opening in August 2008 and are reflected in the Workload Statistics. Literacy program participant numbers were back to previous levels within eight months of opening.
- Recruited and hired a new Principal Librarian as manager of the Learning Center.
- The Literacy Services Outreach Coordinator position was increased from 0.75 FTE to 1.0 FTE through internal staff adjustments.

PROGRAM: TECHNICAL SERVICES
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014040

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$645,100	$672,228	$707,304	$631,353
MAINTENANCE & OPERATIONS	128,796	84,353	91,606	164,773
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$773,896	$756,581	$798,910	$796,126
FULL TIME POSITIONS	**7.00**	**7.00**	**7.00**	**6.00**
HOURLY/FTE POSITIONS	**2.50**	**2.50**	**2.50**	**2.50**

WORK PROGRAM:

The Technical Services Division catalogs and prepares library materials for public use; maintains the Library's on-line database; and manages the library's circulation system, on-line catalog, and related automated programs.

WORKLOAD STATISTICS:

	2007-08	2008-09
Items cataloged & processed	37,936	34.467
Items handled for binding	1,334	650
Items withdrawn	39,2489	46,995

PROGRAM ACTIVITIES:

Cataloging
- Catalogs newly purchased print and audiovisual materials and electronic resources.

Database Maintenance
- Adds new items to the on-line database and deletes information on lost or discarded materials.
- Provides physical processing of newly added materials.
- Repairs damaged materials and arranges for binding and re-binding.

Integrated Library System (Includes Circulation System and On-Line Catalog)
- Manages the Library's integrated library software, including the catalog interface.
- Coordinates installation of software upgrades and related documentation and training.
- Generates daily, monthly, and annual statistical and system management reports.

KEY ACHIEVEMENTS FOR 2009-10:

- Implemented upgrade to integrated library system software in October 2009.
- Implemented configuration changes to support new formats, including downloadable and online resources.
- Reorganized responsibilities to accommodate reduction of one FTE.
- Provided custom statistical reports to support multiple Library projects.

KEY GOALS FOR 2010-11:

- Document all procedures relating to managing library's integrated system software.
- Evaluate next generation library automation systems.

SIGNIFICANT CHANGES:

- An equivalent of 1.0 FT position was reduced due to a retirement.

PROGRAM: COLLECTION DEVELOPMENT & ACQUISITIONS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: LIBRARY **ACCT NO. 0014045/1454010-11**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$192,011	$202,943	$209,980	$179,522
MAINTENANCE & OPERATIONS	1,075,082	1,010,417	898,480	911,836
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$1,267,093	$1,213,360	$1,108,460	$1,091,358
FULL TIME POSITIONS	**2.00**	**2.00**	**2.00**	**2.00**
HOURLY/FTE POSITIONS	**0.60**	**0.60**	**0.50**	**0.50**
GENERAL FUND	$1,198,274	$1,089,734	$1,102,460	$1,091,358
SPECIAL REVENUE	68,819	123,626	6,000	0
TOTAL FUNDING	$1,267,093	$1,213,360	$1,108,460	$1,091,358

WORK PROGRAM:

Coordinate the selection of materials and plan collection development for all libraries. Allocate and monitor all materials budgets. Order and receive all print and non-print materials.

PROGRAM ACTIVITIES:

Planning
- Plan for new materials formats to add to collection.

Budgeting
- Prepare division and library-wide materials budgets
- Monitor expenditures for division and materials.

Coordinate Selection of Materials
- Coordinate selection and ordering of print and non-print materials.

Weeding
- Keep collection current by removing outdated and unused materials.

WORKLOAD STATISTICS:

	2006-07	2007-08	2008-09
Orders Placed	1,333	1,294	1,295
Items Received	28,816	31,776	29,660
Donations Added	1,247	1,100	933

KEY ACHIEVEMENTS FOR 2009-10:

- Introduced new collection of circulating video games.
- Introduced new collection of downloadable e-audio books.

KEY GOALS FOR 2010-11:

- Manage transition to new leadership of division with retirement of current Senior Librarian in September 2010
- Evaluate possible addition of downloadable e-books, for possible implementation in FY 2011-12.

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNITY RELATIONS
FUND: GENERAL
PROGRAM GROUP: LIBRARY

ACCT NO. 0014060

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$468,199	$480,599	$396,555	$487,956
MAINTENANCE & OPERATIONS	131,486	92,985	97,773	166,050
CAPITAL OUTLAY	69,765	29,778	0	0
GRAND TOTAL	$669,450	$603,362	$494,328	$654,006
FULL TIME POSITIONS	**4.00**	**4.00**	**4.00**	**4.00**
HOURLY/FTE POSITIONS	**4.05**	**4.05**	**4.05**	**4.05**

WORK PROGRAM:

The Library's Community Relations Division represents the merge of two long-time Library Divisions with like-services, Media Services and Programs & Graphics. The programs were merged to realize efficiencies in staffing and activities. Library Community Relations coordinates marketing and public relations for Library-wide programs and services. This includes overseeing the Library's adult programs, production of library publications, Library website and social media initiatives. In addition, the division provides a wide range of event management services and related activities in support of programs staged in the Library's Schulman Auditorium and Gowland Meeting Room. Responsibilities include overseeing rental facility operations, facility scheduling and providing technical support for programs. Event services provided include lighting and sound, presentation technology and multi-media support. Production services enable events to reach broader community audiences via the Library website, City YouTube channel, circulating library collections and cable TV.

PROGRAM ACTIVITIES:

Marketing & Public Relations
- Market and publicize library programs and services.
- Coordinate website communications and e-newsletter.
- Coordinate social media initiatives.

Programming
- Plan, execute and evaluate programs including author lectures, play readings, film series, poetry readings and writing workshops and concert series.

Graphic design and printing
- Design and layout library flyers, calendars, brochures and forms. Print in-house or coordinate outsourcing of printing. Coordinate design for electronic materials including e-newsletters and website banners.

Programming Support
- Provide quality support for Library and City staff as well as community groups using the Ruby G. Schulman Auditorium and Gowland Meeting Room. Provide technical support and production recordings as needed. Provide event support for Learning Center and Cole Library programs as needed.

Media Production
- Provide various video production services for Library programs as well as community members who purchase video production services.
- Facilitate City's phone system "hold" recordings.

KEY ACHIEVEMENTS FOR 2009-10:

- Relocated Graphics from Cole Library to Dove Library and redesigned workspace to accommodate merged division.
- New Library website launched along with City site.
- E-newsletter launched providing bi-weekly updates to nearly 1,500 subscribers.
- Launched Library Twitter channel.

KEY GOALS FOR 2010-11:

- Launch further social media initiatives approved by City Communications Department to engage community virtually.
- Utilize additional short videos to share Library program and service information via the website and City YouTube channel.
- Continue to organize Graphics and Media Services divisions for increased efficiency and cross train additional staff members.
- Continue to market under-utilized services.
- Launch redesigned and upgraded Intranet, in conjunction with Communications Department.

WORKLOAD STATISTICS:

	2007-08	2008-09
Events Supported	805	787
Program Attendance	42,145	38,687
Media Productions	15	15

SIGNIFICANT CHANGES:

- New division created by the merger of two previous divisions: Media Services and Programs & Graphics.

PROGRAM: CULTURAL ARTS
FUND: VARIOUS
PROGRAM GROUP: CULTURAL ARTS

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$618,987	$619,288	$622,744	$625,285
MAINTENANCE & OPERATIONS	340,893	367,336	300,161	296,526
CAPITAL OUTLAY	9,696	1,778	0	0
GRAND TOTAL	$969,576	$988,402	$922,905	$921,811
FULL TIME POSITIONS	**5.00**	**5.00**	**5.00**	**5.00**
HOURLY/FTE POSITIONS	**3.25**	**3.25**	**3.25**	**3.25**

PROGRAM DESCRIPTION:

The City of Carlsbad's Cultural Arts Office fosters the awareness, appreciation, and expression of the cultural arts among the diverse audiences in the City of Carlsbad. Through a broad range of performing and visual arts programs, youth and family educational activities, grants to local arts organizations and artists, public art projects, information services and publications, all of which are designed to engage and enrich the individual and to build community partnerships and spirit, the Cultural Arts Office strives to encourage lifelong learning in the arts and to make art and culture an accessible, integral and inspiring part of the community's daily life.

KEY ACHIEVEMENTS FOR 2009-10:

- Produced 54 performing arts-oriented events attracting approximately 80,000 people.
- Presented five new visual art exhibitions in the William D. Cannon Art Gallery and extended the exhibition in the Sculpture Garden, attracting over 30,000 visitors.
- Continued to present the Three-Part-Art arts education program including lesson workbooks, guided exhibit tours, and creative workshops. New busing initiative to help children from Title One area schools participate in the program implemented, with funding provided by a private donor. Approximately 5,000 Carlsbad students and adult chaperones served overall.
- Presented five Family Open Studio events (hands-on art activities associated with gallery exhibitions), attracting over 1,400 participants.
- Awarded Community Arts Grants: five in the Organizations/Artist Partnerships category; 11 in the Arts Education category, resulting in the community presentation of more than 65 performances, exhibits, and special projects.
- Partnered with San Diego Opera, Carlsbad Music Festival, Museum of Making Music, the Carlsbad City Library, the Batiquitos Lagoon, the San Diego Arts & Culture Commission, New Village Arts Theatre Company, and the Carlsbad Village Association on a variety of public programs and projects.
- Provided information services via the City website, direct mail, telephone, program rack cards, exhibition brochures, Arts Brag (for schools), and Arts News (for the general public).
- Hosted visit of governmental dignitaries from sister city Karlovy Vary, Czech Republic
- Concept design for Joint First Responders Training Facility reviewed by public and approved by Arts Commission, with recommendation to City Council to proceed with fabrication and installation.
- High quality images of works in the Public Art Collection, with accompanying maps, installed onto City web page

KEY GOALS FOR 2010-11:

Top-Quality Services

- Expand fund-raising activities and collaborative projects, including collaboration with Carlsbad Magazine on the TGIF souvenir program and corporate sponsorship of TGIF concerts.
- Expand fundraising initiatives for arts education programs.
- Promote, train, and utilize volunteers and artists in providing services for Arts Office programs.
- Develop and strengthen arts organizations and provide cultural opportunities through Community Arts Grant program.
- Advise Carlsbad Friends of the Arts with its administrative issues and fundraising efforts, with special emphasis on increasing its membership.

KEY GOALS FOR 2010-11 (continued):

Top-Quality Services

- Expand fund-raising activities and collaborative projects, including collaboration with Carlsbad Magazine on the TGIF souvenir program and corporate sponsorship of TGIF concerts.
- Expand fundraising initiatives for arts education programs.
- Promote, train, and utilize volunteers and artists in providing services for Arts Office programs.
- Develop and strengthen arts organizations and provide cultural opportunities through Community Arts Grant program.
- Advise Carlsbad Friends of the Arts with its administrative issues and fundraising efforts, with special emphasis on increasing its membership.

Learning, Culture & Arts

- Continue to implement gallery arts education services and to work with school districts serving Carlsbad on arts education, with special emphasis on the Gallery's Three-Part-Art program and new busing program.
- Offer community-wide, educational opportunities for children and adults, such as the Family Open Studios and Art At Jazz programs.
- Expand audiences for jointly produced Carlsbad Music Festival, a three-day series of concerts of contemporary, classical music presented in the Schulman Auditorium.
- Present five new exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden.
- Change temporary outdoor sculptural exhibition in front of Cole Library and relocate Benbow Bullock works currently installed there to new site.

Citizen Connection

- Expand e-mail contact with current and new audiences via new and more effective software.

SIGNIFICANT CHANGES:

- None

PROGRAM: **ARTS OFFICE**
FUND: **GENERAL FUND**
PROGRAM GROUP: **CULTURAL ARTS**

ACCT NO. 0014062-65/0014067-68/ 1424067/1754065

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$596,428	$596,346	$599,264	$601,455
MAINTENANCE & OPERATIONS	287,072	298,492	224,356	229,006
CAPITAL OUTLAY	9,696	1,778	0	0
GRAND TOTAL	$893,196	$896,616	$823,620	$830,461
FULL TIME POSITIONS	**5.00**	**5.00**	**5.00**	**5.00**
HOURLY/FTE POSITIONS	**2.59**	**2.47**	**2.43**	**3.25**
GENERAL FUND	$879,656	$855,128	$796,120	$804,361
SPECIAL REVENUE	13,540	41,488	27,500	26,100
TOTAL FUNDING	$893,196	$896,616	$823,620	$830,461

WORK PROGRAM:

Implement the goals and policies of the City Council and the Arts Element of the City General Plan to develop, plan, promote and carry out visual and performing art programs and activities to create a climate that encourages cultural and artistic development in Carlsbad and to enhance the educational opportunities for all segments of the community.

PROGRAM ACTIVITIES:

Volunteers

- Utilize volunteers for mailings, gallery events, jazz concerts, summer art camps, Three-Part-Art, etc. Provide training for volunteers, artists, arts organizations, and gallery docents and attendants.

Programs

- Produce nine Jazz in the Park concerts during the summer 2010 season; produce nine concerts during the summer 2011 season.
- Offer educational programs on arts and culture for children and adults.
- Offer performing arts programming at the Schulman Auditorium and other Carlsbad locations.
- Offer a variety of summer arts camps, including Creative Arts Camp and Club Pelican (a nature and art camp).
- Present five new exhibitions in the Cannon Art Gallery and one new exhibition in the Sculpture Garden.

Information

- Produce a calendar/newsletter three times per year.
- Produce ArtsBrag, an arts education newsletter three times a year.
- Keep the Arts Info Line up-to-date for 24-hour call-in access.
- Provide information, opportunities, and resources to artists, citizens, and the press.
- Provide educational materials for teachers on three gallery exhibitions via the Three-Part-Art education program and printed materials for exhibitions via brochures and exhibition catalogues.
- Offer arts information on the City's web page.
- Increase connection to residents through improved e-mail strategies including expanded mailing lists and more effective software.

WORKLOAD STATISTICS:

Delivery of Top-Quality Services	2007-08	2008-09	2009-10
Arts Office Events/Attendance	46/75,000	45/80,000	44/80,000
Community Grants Awards/Budget	21/25,000	17/25,000	16/25,000

Educational Opportunities – Information Services	2007-08	2008-09	2009-10
Newsletters (Issues/Distribution)	4/20,000	4/20,000	3/15,000
Special Publications (Per Year/Distribution)	23/30,000	19/25,000	16/22,000
Arts Info Line Calls (Monthly)	250	20	40

Diverse Economic Opportunities	2007-08	2008-09	2009-10
Grants, Contributions, and Earned Income	$70,000	$65,000	$64,000

SIGNIFICANT CHANGES:

- Produce nine TGIF Jazz in the Parks concerts during the 2010 summer season instead of the usual ten concerts; reduction due to logistical conflicts with La Costa Canyon High School graduation ceremonies. Nine concerts will again be presented for the 2011 season, for the same logistical reason.

- Community Arts Coordinator's time previously spent on Sister City program will be shifted to TGIF Jazz concert coordination and administration, expansion of marketing and publicity efforts, and development of new community partnerships. This will result in a 0.82 FTE increase.

PROGRAM: SISTER CITY
FUND: GENERAL FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 0014066

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$0	$0	$0	$0
MAINTENANCE & OPERATIONS	8,807	4,807	7,230	0
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$8,807	$4,807	$7,230	$0
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Assist current Sister City Committee in its transition from a City-administered and funded program to an independent, 501(c)(3), non-profit organization.

PROGRAM ACTIVITIES:

- None

SIGNIFICANT CHANGES:

- Sister City program ending as a City-administered and funded program.
- A new and independent, 501(c)(3), non-profit organization is being organized and developed to take over Sister City relationships and program activities.
- No budget is assigned for FY 2010-11 during the transition.

PROGRAM: CULTURAL ARTS DONATIONS
FUND: SPECIAL REVENUE FUND
PROGRAM GROUP: CULTURAL ARTS

ACCT NO. 14840XX

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$22,559	$22,942	$23,480	$23,830
MAINTENANCE & OPERATIONS	45,014	64,037	68,575	67,520
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$67,573	$86,979	$92,055	$91,350
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.66**	**0.78**	**0.82**	**0.00**

WORK PROGRAM:

Provide a variety of cultural arts programs to all Carlsbad residents.

PROGRAM ACTIVITIES:

Continue Cultural Arts Programming

- During the summer 2010 season, present nine TGIF Jazz in the Park concerts. Present nine during the 2011 season as well.
- Produce and distribute jazz concert souvenir program, produced in collaboration with Carlsbad Magazine.
- Present five exhibitions in the William D. Cannon Art Gallery
- Offer Three-Part-Art programs to 3rd and 4th graders in Carlsbad.

Actively Pursue the Contribution of Gifts and Funds for the Arts

- Seek out corporate sponsorships for advertising in jazz souvenir program and for underwriting jazz concerts.
- Assist Friends of the Arts in fundraising efforts at jazz concerts and for increasing membership.
- Seek out contributions and donations for William D. Cannon Art Gallery's Three-Part-Art education program.

PERFORMANCE MEASURES:

- During the summer 2010 season, present nine TGIF Jazz in the Park concerts with an attendance total of over 40,000.
- Raise over $50,000 in contributions: $32,000 for TGIF Jazz; $18,000 for Three-Part-Art.

SIGNIFICANT CHANGES:

- Reduction of 0.82 FTE transferred to the Arts Office to more accurately reflect work performed.

Parks & Recreation

Operating Budget & Capital Improvement Program
FY 2010-2011

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

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$7,243,863	$7,387,475	$7,793,790	$7,884,416
MAINTENANCE & OPERATIONS	6,155,128	5,989,020	6,155,777	5,915,575
CAPITAL OUTLAY	390,525	317,948	0	4,690
GRAND TOTAL	$13,789,516	$13,694,443	$13,949,567	$13,804,681
FULL TIME POSITIONS	**73.00**	**73.50**	**72.95**	**71.95**
HOURLY/FTE POSITIONS	**61.65**	**61.65**	**61.76**	**61.76**

PROGRAM GROUP DESCRIPTION:

With guidance from the City Council and the Parks & Recreation Commission, as well as assistance from various City departments, the Parks & Recreation Department provides diversified recreation facilities, parks, trails and programs for all ages of the population that live, work and/or recreate in Carlsbad. The department is responsible for planning future parks sites and trails, the maintenance of parks, Downtown Village landscapes, beach accesses, trails, street trees, medians planters, open space and preserves, as well as the operations of community centers and recreation programs including senior activities, youth and adult sports programs and leagues, special events, camps, preschool combined with a parental education component, instructional classes, teen programs, facility rentals, aquatics, senior nutrition (home meal and congregate services through the Senior Center), and senior transportation programs. The department also operates several community centers/gymnasiums and two historic sites: Magee Park and Leo Carrillo Ranch Historic Park, and coordinates beach and lagoon activities with the State of California, resource agencies, and non-profit agencies.

Staff resources also support the Parks & Recreation Commission, the Senior Commission, and the Beach Preservation Committee, which act in an advisory capacity to the City Council on matters pertaining to parks, landscapes, street trees, recreation programs, senior activities, related facilities, and beach and lagoon preservation/stewardship activities.

KEY ACHIEVEMENTS FOR 2009-10:

- The Recreation Department combined with the Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance Divisions to form the new Parks & Recreation Department.
- Implemented a cost recovery model and resource allocation methodology for determining self-sustaining levels for various divisions within the Parks & Recreation Department.
- Assumed ownership and maintenance responsibility for an additional seven miles of the Citywide trails system, bringing the Citywide trails total mileage to 47.
- Continued management, design, and analysis of the Alga Norte Park and Aquatics Center project.
- Improved staff development, communication, and teamwork through a series of “All Hands” meetings.
- Completed the Leo Carrillo Ranch Barn Stabilization project and successfully fulfilled the terms of the Save America’s Treasures grant program.
- Successfully launched the Adopt-a-Trail sponsorship and volunteer program to support trail maintenance and improvement projects.
- Continued to implement the department’s strategic plan to define and reinforce the core concepts of promoting access to open space, providing safe places to gather, creating lifelong learning opportunities, promoting fitness opportunities, and building a stronger community.
- Finalized Lake Calavera trail plan, began installing trail identifications, amenities, and improvements, and opened these trails to the public.
- Provided client department support during the grading of the Alga Norte Park project and completion of construction of the Poinsettia Park Parking Lot Project. Completed all necessary work (solar panels, parking lot, etc.) for the CUSD and City land swap.
- Designed and installed new park rules signs throughout the park system.
- Participated in Envision Carlsbad (General Plan update)

- Developed and implemented a portion of the interpretive sign program at Leo Carrillo Ranch, to be installed on the newly constructed informational kiosk.
- Completely revised and updated the department's Teaching Respect, Unity, Sportsmanship, through Teamwork video presentation that will be used for teaching and promoting principles of good sportsmanship statewide.
- Maintain, preserve, and enhance 348 acres of parks, school athletic fields, Downtown Village streetscapes, beach accesses, and landscapes at various civic landscapes. This includes the maintenance of 16 parks and 15 special use areas. Provide maintenance/refurbishment services to the Recreation Division and other City departments, as well as community groups. Manage the City's open space, preserves, and undeveloped park areas. Maintained existing Citywide trails and constructed selective new trails with the assistance of trail volunteers.
- Performed trail improvements and installed amenities, in accordance with Trail Master Plan.
- Inspected and augmented contract maintenance of Coastal Rail Trail areas with City staff.
- Implemented periodic security patrols of the Coastal Rail Trail and Lake Calavera Trails to deter delinquent activity such as graffiti, dumping and amenity destruction.
- Continued processing acceptance agreements from previously rejected Irrevocable Offers of Dedication (IOD) for the Citywide trail easements.
- Focused on street tree maintenance in the Downtown Village to address City Council's priority for the area.
- Refined, supported, administered, and inspected the contracted Block by Block Street Tree Pruning Program.
- The tree trimming services contract was re-bid in FY 2009-10. Increased annual costs are expected as a result of the division's intent to reduce the Citywide block pruning cycle from four and a half years to four years. This action will be taken in order to improve the proactive maintenance frequencies of street trees, and better ensure appropriate canopy weight/structure. These costs have been accounted for in the Miscellaneous Outside Services line item.
- Responded to approximately 600 street tree service requests, and provided storm, or other emergency assistance as necessary.
- Replanted street trees within vacancies created by prior removals, in accordance with the Community Forest Management Plan.
- Administered and oversaw contract for landscape maintenance of approximately 60 acres of medians planters. Maintenance included litter control, weed abatement, pruning, pesticide and fertilizer application, shrub/tree replacements, and irrigation repairs/adjustments.
- Added five acres of service to the medians maintenance contract to account for the acreage that has been accepted by the City over the last year.
- Augmented the contract landscape maintenance with City staff on high profile medians in the Downtown Village area (approximately three acres), and various other Citywide medians.
- Worked with the Human Resources Department to provide training and certify more than 30 department staffers in first aid and CPR.

KEY GOALS FOR 2010-11:

- Continue to refine and educate our stakeholders about our cost recovery model for determining self-sustaining levels for various divisions in Recreation.
- Develop and implement a pricing policy based on the findings and recommendations of the cost recovery report.
- Revise and update Citywide naming rights policy.
- Continue to investigate and analyze the most efficient operations/management plan for the Alga Norte Aquatics Center.
- Provide in-house design and coordination of various small park improvements and provide assistance to other departments on design issues.
- Provide project management for specialized park projects (e.g. Carrillo Barn, various shade structures within parks, etc.).
- Provide a diverse array of special events for the community that promote Carlsbad, build community, enrich the individual, energize the Village, maintain balance with variety, and minimize the use of City resources.
- Explore options to fund future park development projects, programs and operations, including pursuing partnerships, sponsorships, and grant opportunities.
- Add newly developed acres of medians to the contractual maintenance agreements they are accepted by the City.
- Add newly developed miles of trails to the City staff/volunteer maintenance service as they are accepted by the City.

- Continue the annual removal of dead, declining or overcrowded trees from Hosp Grove, Woodbine Banks, and Batiquitos Lane, and establish the proactive maintenance of the remainder of the trees within these open spaces. The components and achievements of this program are in accordance with the Operations Chapter of the Community Forest Management Plan. This plan was approved by the City Council in April 2004.
- Continue the weed abatement and storm water protection best management practices on undeveloped park sites. The components and achievements of this program are in accordance with the Open Space Management Plan and the National Pollution Discharge Elimination System requirements.
- Continue to promote and support a safe environment to gather for all facility users and program participants through continued emphasis and multi-agency support of the department's T.R.U.S.T. program.
- Continue to streamline and consolidate administrative services and marketing programs to clearly and consistently communicate with our citizens about our various programs, services and events.
- Prepare monthly agendas for the Parks & Recreation and Senior Commissions that address relevant issues and inspire community involvement.
- Provide and encourage a variety of professional training opportunities to all staff members.
- Promote the use of volunteers in providing City services in the Recreation Department.
- Incorporate park site refurbishments into the ongoing maintenance responsibilities.
- Undertake and manage the additional trail construction and maintenance responsibilities of the Calavera Lake Trails Master Plan.

SIGNIFICANT CHANGES:

- The Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance staff and responsibilities, formerly with the Public Works Department, were merged with the Recreation Department in January 2009. This reorganization provides greater opportunities to coordinate and collaborate on mutually beneficial projects and activities. Combined budgets, as well as combined results for previous years, are reflected here.
- FY 2010-2011 will be the first full year where Beaches and Lagoons Coordination, and City-Owned Preserves Management are aligned under Parks Maintenance.
- The Parks & Recreation Department assumed the management of Citywide special events. The transition of duties and responsibilities related to this organizational area are ongoing.
- Reduction of 1.0 full-time supervisory position.

PROGRAM: PARK PLANNING & RECREATION MANAGEMENT
FUND: GENERAL FUND/SPECIAL REVENUE
DEPARTMENT: PARKS & RECREATION
PROGRAM GROUP: COMMUNITY SERVICES

ACCT NO. 0014510 & 0014545
1404515/1494502-505

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$633,776	$620,804	$1,191,405	$1,207,986
MAINTENANCE & OPERATIONS	477,746	559,553	261,601	203,027
CAPITAL OUTLAY	53,371	9,975	0	0
GRAND TOTAL	$1,164,893	$1,190,332	$1,453,006	$1,411,013
FULL TIME POSITIONS	**5.50**	**6.00**	**9.70**	**9.70**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.50**	**3.18**
GENERAL FUND	$1,156,670	$1,180,037	$1,380,206	$1,368,882
SPECIAL REVENUE	8,223	10,295	72,800	42,131
TOTAL FUNDING	$1,164,893	$1,190,332	$1,453,006	$1,411,013

WORK PROGRAM:

The Park Planning & Recreation Management Division within the Parks & Recreation Department provides administrative support for the City's ongoing recreation programs, park and community center activities, trails, and park development efforts. (The administrative support for the Park Maintenance, Trails, Street Tree Maintenance, and Median Maintenance Divisions are listed in their respective program summaries). The Division also provides staff support to the Parks & Recreation Commission, which acts in an advisory capacity to the City Council to ensure that top quality park facilities and recreation programs are developed and sustained for the benefit of those who live, work, and play in the City of Carlsbad.

PROGRAM ACTIVITIES:

Parks & Recreation & Senior Commission

This Division provides staff support to facilitate the effectiveness of the Parks & Recreation Commission in its goal to implement the intent of the Parks & Recreation Element of the General Plan and advise the City Council on associated matters.

- Prepare Commission Agendas and conduct meetings that address relevant issues, encourage public input, and foster public education on matters of parks and recreation and other associated civic matters.
- Implement and/or process recommendations by the Commission for City Council consideration.
- Provide staff support to committees of the Commission which require more detailed review of issues relating to park development, facilities, recreation programs, landscape, street trees, open space, and amenity goals and guidelines.
- Conduct commission workshops to improve the expertise and effectiveness of the commission.

Administrative Services

- Provide the required administrative support to the all of the Recreation Divisions, including a total of 71.95 full-time positions and 61.76 hourly/part-time positions.
- Maintain timely processing of special project requests, citizen concerns, departmental reports, City Council agenda bills, resolutions, and ordinances.
- Updates multiple webpages on behalf of the department, prepares the content and edits the Community Services Guide.
- Manage the CLASS database system which manages the departments reservation and enrollment accounting services.
- Assist with administration for Parks, Trails, the new special events permitting process and Lagoon/open space management.
- Centralized contract agreement processing and monitoring for both Parks and Recreation.

PROGRAM ACTIVITIES (continued):

- Prepare and monitor departmental and individual goals and budget administration for expenditures and revenue generation.
- Recommend and process personnel appointments, promotions, assignments, and disciplinary action when warranted. Provide ongoing support to management, general, and part-time employees. Implement the services of contractual employees.
- Implement and maintain the strategic planning process for the Parks & Recreation Department.
- Facilitate a customer service training and orientation program for all new department employees.

Park Acquisition, Planning, and/or Development
Ensure adequate park acquisition, development, and rehabilitation in order to comply with the Parks & Recreation Element of the General Plan and to meet the park performance standards of the Growth Management Plan. Provide for current and future community needs by addressing changing recreation trends.

- Monitor and implement existing park agreements.
- Develop, coordinate and monitor the Capital Improvement Program (CIP) budget submittals for current and future park development projects.
- Provide staff liaison and support for the operations of the municipal golf course.
- Provide client department support during construction of the Alga Norte Park and Aquatics Center. Process the actions required to create a Citywide Trail System (land acquisition, maintenance system, development, volunteers, etc.).
- Provide in-house design and coordination of various small park improvements and provide assistance to other departments on design issues.
- Provide project management for specialized park projects (e.g. Carrillo Barn, Madison Garden, and various shade structures within parks, etc.).
- Participated in Envision Carlsbad (General Plan update).

Recreation Programs
Manage the implementation, performance, and adequacies of recreation programs.

- Provide a wide variety of recreation programs and special events for all segments of the population who live, work, and/or play in Carlsbad.
- Monitor and evaluate the effectiveness of recreational programs through the use of participant surveys.
- The Graphics Division designs, produces, and distributes the Community Services Guide three times per year, a summer camps booklet and quality marketing pieces to educate the public about the many programs and services available to them.
- Continually evaluate and implement the fee structure for recreation programs and facility rentals in an effort to sustain a competitive advantage over the private sector for similar services.

SIGNIFICANT CHANGES:

- Increase of 2.68 FTEs transferred from other divisions to more accurately reflect work performed.

PROGRAM: RECREATION - FEE SUPPORTED
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

ACCT NO. 0014522-28

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,105,291	$1,123,651	$1,037,153	$1,017,032
MAINTENANCE & OPERATIONS	1,043,830	1,038,883	1,328,199	1,317,726
CAPITAL OUTLAY	0	57,103	0	0
GRAND TOTAL	$2,149,121	$2,219,637	$2,365,352	$2,334,758
FULL TIME POSITIONS	**7.90**	**7.65**	**5.90**	**5.65**
HOURLY/FTE POSITIONS	**20.77**	**20.52**	**19.35**	**18.49**

WORK PROGRAM:

The Recreation Fee Supported Division provides comprehensive opportunities for meeting the recreational and social needs and interests of the community by providing fee supported programs for all segments of the population, including those that live, work, and/or play in Carlsbad. Recreation works with the community to improve the quality of life through its people, parks, and programs. The Recreation Department creates a sense of community through the value it places on people, the diversity of its facilities, parks and trails, as well as programs and services that help to sustain a viable and healthy community.

PROGRAM ACTIVITIES:

The Fee Supported Division provides year-round recreational programs for all ages, preschool to seniors, including program design, planning, implementation, and evaluation. Recreation programs include enrichment classes, youth and adult sports, special events, youth day camps, preschool and teen programs. Some of the activities performed by the division include the following:

- Review proposals and negotiate contracts with instructors.
- Schedule facilities for programs.
- Prepare and distribute marketing materials.
- Promote open dialog with the community and respond to their needs.
- Offer 24/7 online services which include field condition updates, league standings, and registration opportunities.
- Evaluate programs, conduct surveys and analyze data on an ongoing basis.
- Monitor and analyze revenue and expenditure reports on an ongoing basis.
- Conduct routine fee market studies.
- Partner with school districts for youth and teen programming.
- Recruit, train, and reward volunteers.
- Recruit program sponsors.
- Provide scholarships for Carlsbad resident youth.
- Promote health and wellness opportunities through special community events and enrichment programs to help position the department as a health and wellness resource for the community.
- Research and implement innovative and cost effective program opportunities.
- Present participant awards to the commission.

KEY ACHIEVEMENTS FOR 2009-10:

- The Parks & Recreation Department continues to partner with the Carlsbad Unified School District to provide lunchtime activities to encourage and increase participation in Recreation Divisions sponsored teen activities. Dozens of middle school teens participated in safe, fun, and supervised events. In an effort to establish and maintain innovative, cost effective partnerships, the Recreation Division will continue to contract outside professional services to coordinate and manage the 2009 Carlsbad Triathlon.
- The decentralization of the website has created the opportunity for all staff to contribute to improving our communication with the public.
- The special events division planned, organized, and implemented seven highly successful and well attended community special events.
  - Implemented the new CLASS League Scheduling Program 6.0 for Adult Sports registrations & game scheduling.
  - Participation continues to grow in a broad range of fitness classes.
  - Enrichment art classes are teaching the participants the importance of responsibly managing their environmental resources by utilizing recycled materials and encouraging the youth in the community to think ecologically.
  - Sports classes tailored toward early childhood ages (2 – 5) are growing in attendance.
  - Recreation classes that introduce kids and adults to recreational sports continue to be very popular programs.
  - All program and services offered by the Parks & Recreation Department will continue to evaluate their program offerings based on a pyramid methodology for cost recovery.

Workload Measures

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Enrichment Contract Sessions			
Number of Sessions	1,119	1,110	1,110
Enrolled	12,198	11,800	12,000
Revenue	$621,464	$619,500	$622,000
Enrichment Contract Camps			
Camps	69	63	65
Participants	1,341	1,275	1,300
Revenue	182,323	180,000	183,000
Sports Contract Camps			
Camps	30	30	30
Participants	800	800	820
Revenue	$50,000	$51,000	$55,000
Recreation Camps			
Camps	42	38	44
Participants	824	943	1,100
Revenue	$144,263	$105,000	$150,000
Pre-School			
Classes	175	175	175
Participants	1,620	1,620	1,600
Revenue	$174,842	$160,500	$166,000

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Youth Sports			
Teams	74	74	74
Participants	1,200	1,200	1,200
Spectators	16,000	16,000	16,500
Revenue	$46,000	$46,000	$48,000
Adult Sports			
Teams	336	336	337
Participants	5,400	5,400	5,450
Spectators	31,000	31,000	31,500
Revenue	$120,000	$130,000	$138,000

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Triathlon			
Participants	1,000	1,000	1,000
Spectators	4,000	4,000	4,000
Volunteers			230
Revenue	$105,000	$117,125	$110,000
Special Events			
Events	9	8	7
Participants	10,700	12,000	13,000
Volunteers	284	300	350
Revenue	$16,885	$19,000	$18,000

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Teens - LITE			
Weeks	32	32	32
Participants	8	25	30
Revenue	$1,540	$2,300	$2,000
Teens in Action			
Participants	2,500	2,100	2,300
Site Visits at the schools	48	36	48
Revenue	$0	$0	$0

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Community volunteers for all Recreation programs			
Volunteers	1,700	1,700	1,710
Hours	18,000	18,000	18,100

KEY GOALS FOR 2010-11:

Carlsbad is a City that provides exceptional top quality services on a daily basis by proactively listening, engaging and responding to our citizens:

- Revise and update user surveys and analyze responses to improve service delivery.
- Recruit, train, and recognize volunteers in order to improve service quality and reduce program costs.
- Recruit and maintain program sponsors to promote local businesses and reduce operational costs.
- Provide a wide variety of revenue-generating quality recreation opportunities that support the community and enhance transient occupancy taxes (TOT) and sales tax opportunities.
- Promote our Teaching Respect Unity and Sportsmanship through Teamwork (TRUST) program statewide through collaboration with the California Park & Recreation Society (CPRS).
- Utilize a customer-focused website design and layout to improve customer service through improved navigation, prominence on the home page, and social networking components (i.e. "forward to a friend" feature, Facebook, blog postings, etc.) in order to better promote 24/7 access to program information, registration and facility rental availability.
- Implement a "green" approach to communications by only printing enough Community Services Guides, brochures and hand outs as determined by the number of people who request them at Community Centers or sign up to receive the printed version.
- Improve communication by increasing the use of e-mail, e-newsletters, e-marketing, online surveys and interactive forms that will also encourage two-way communications with our customers and improve user convenience.
- Pursue public-private partnerships for the management of the tennis courts at Poinsettia Park.

SIGNIFICANT CHANGES:

- Beginning in July, 2010, the Carlsbad Triathlon will again be operated by Parks & Recreation staff. A sports contractor had been responsible for planning and operating the event for the last two years
- Reduction of 0.25 FT due to loss of supervisory position.
- Reduction of 0.86 FTE transferred to other divisions to more accurately reflect work performed.

PROGRAM: RECREATION-AQUATICS
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION

ACCT. NO. 0014520

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$446,763	$431,468	$433,189	$445,930
MAINTENANCE & OPERATIONS	135,088	142,794	170,641	172,555
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$581,851	$574,262	$603,830	$618,485
FULL TIME POSITIONS	**2.47**	**2.47**	**2.80**	**2.80**
HOURLY/FTE POSITIONS	**7.50**	**7.50**	**7.42**	**7.42**

WORK PROGRAM:

The Aquatics program provides for the operation of an attractive and safe community pool, which offers comprehensive instruction and training, competition, and recreational swimming to all segments of the population who live, work, and/or visit in Carlsbad.

The Agua Hedionda Lagoon Permits Program, which is now reported combined with the Aquatics Program beginning in FY2009-10, reduces the City's liability exposure by requiring all vessels on the water to obtain a valid City use permit.

PROGRAM ACTIVITIES:

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

Fun and Fitness
Provide opportunities for recreational, fitness, and lap swimming, which assist participants in maintaining physical fitness and health. Also provide family-oriented aquatic special events.

Competitive Aquatic Programs
Provide opportunities for competitive swim instruction and coached workouts for youth and adults as a contract service; coordinate and schedule Carlsbad High School use of the pool for physical education, boys and girls swim teams and water polo teams. These programs also assist participants to maintain physical fitness and health as well as providing a source of social interaction and community pride.

Permits
Issues annual lagoon use permits. Verifies and monitors Hold Harmless Agreement and DMV registration. Enters data and updates database for the Police Department for enforcement. Coordinates with the Police Department to publish and distribute information regarding use, rules, and regulation of the lagoon. Coordinates with launching entities and maintains lagoon use data. As of fall 2005, the Lagoon Permit staff took over responsibilities for measuring boats to determine compliance with length limits.

Staff is seeing a slight decrease in the number of permits sold to date and anticipate this trend to continue into next fiscal year.

AQUATIC WORKLOAD STATISTICS:

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Instructional Lessons			
Lane Hours	1,903	1,895	1,895
Classes Conducted	350	345	345
Registered Resident	1,658	1,650	1650
Registered Non-resident	89	85	85
Revenue	$84,818	$84,800	84,800
Recreation and Lap Swim			
Lane/Hours	18,355	18,300	18,300
Daily Admissions:			
Youth	5,356	5,300	5,300
Adult	9,159	9,100	9,100
Season Pass Admissions	17,777	17,000	17,000
Revenue	$79,931	$75,000	$75,000
Carlsbad Swim Masters			
Lane/Hours	3,501	3,000	3,000
Participants	9,032	8,000	8,000
Revenue	$35,130	$30,000	$30,000
Carlsbad High School Teams			
Lane/Hours	4,622	5,400	5,400
Participants	10,944	11,000	11,000
Revenue	$47,175	$48,000	$48,000

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Carlsbad Water Polo (Boys)			
Lane Hours	1,977	1,900	1,900
Participants	4,690	4,600	4,600
Revenue	$19,935	$19,250	$19,250
Carlsbad Water Polo (Girls)			
Lane/Hours	646	500	500
Participants	1098	900	900
Revenue	$8,236	$7,750	$7,750
Dive San Diego			
Lane/Hours	597	625	625
Participants	1,381	1,300	1,300
Revenue	$6,812	$6,500	$6,500

LAGOON WORKLOAD STATISTICS:

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
North Coast Aquatics			
Lane Hours	2,894	2,850	2,850
Participants	10,881	10,700	10,700
Revenue	$32,251	$32,250	$32,250
North Coast Scuba Center			
Lane/Hours	129	0	0
Participants	94	0	0
Revenue	$1,734	$0	$0

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Lagoon Permits			
Annual Permits	369	348	345
Daily Permits	233	205	200
Snug Harbor Launches	480	457	440
Revenue	$24,319	$21,967	$20,000

KEY ACHIEVEMENTS FOR 2009-10:

- Provided accurate financial and operations information to decision makers about the proposed Alga Norte Park Aquatics Center.
- The Monroe Street Pool underwent many changes this past year due to the land swap between the City and CUSD so that the High School could build their new stadium. Some of the highlights of this project included the replacement and relocation of the entire solar system; redesigned parking lot; new landscaping and water meters.
- The Monroe Street Pool replaced its gas chlorination system with a new liquid chlorination system which is much safer for the community.

KEY GOALS FOR 2010-11:

- Provide a balanced aquatic program to the community on a year-round basis.
- Promote community health and fitness through specific programs targeted at teens and adults including Carlsbad High School "Aquatic P.E." use, springboard diving, water polo and swim team rental usage.
- Continue to research and analyze the most efficient operations/management plan for the Alga Norte Aquatics Center.

SIGNIFICANT CHANGES:

- None

PROGRAM: RECREATION - OPERATIONS
FUND: GENERAL
DEPARTMENT: PARKS & RECREATION **ACCT. NO. 0014541-46**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,296,658	$1,316,668	$1,069,448	$1,040,572
MAINTENANCE & OPERATIONS	323,126	332,457	287,954	289,387
CAPITAL OUTLAY	28,799	23,636	0	0
GRAND TOTAL	$1,648,583	$1,672,761	$1,357,402	$1,329,959
FULL TIME POSITIONS	**11.83**	**11.58**	**9.30**	**8.75**
HOURLY/FTE POSITIONS	**17.64**	**17.89**	**15.34**	**14.95**

WORK PROGRAM:

This division provides operational support for the Recreation Division, including the operation of Leo Carrillo Ranch Historic Park, three community centers and gymnasiums, parks, and City facilities used by the general public and a variety of City departments for recreational use and meetings. In addition, the Operations Division provides maintenance to the many athletic fields owned by the City and school districts serving the Carlsbad population.

PROGRAM ACTIVITIES:

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

- Enroll participants via phone, mail, online, and in-person for classes, special events, and sports leagues.
- Collect and account for program revenue.
- Provide ongoing information and referral to the community.
- Customer service and revenue has improved with the success of online registration.
- The decentralization of the website has created the opportunity for all staff to contribute to improving our communication with the public.

Facilities Operation
Staff coordinates public use of recreational facilities.

- Process applications and issue permits for use of meeting rooms, picnic areas, athletic fields, gymnasiums, and tennis courts.
- Staff coordinates classes, meetings, dedications, and other functions at community centers and other City facilities.
- Attendants address customer service issues and conduct routine park patrols of staffed and unstaffed satellite parks. Staff provides general clean-up and associated maintenance at facilities and parks.
- Staff is dedicated to providing excellent customer service and promoting "good sportsmanship" during all programs and events.
- Staff continues to maximize facility rental opportunities by monitoring rental demands to improve the availability, quality and condition of rental facilities and picnic areas.
- Rentals continue to increase based on improved amenities, value, and outstanding customer service.
- Provide field and facility assistance and scheduling for resident non-profit sports organizations.

Supervision
Supervisory staff coordinates operations of the community centers/gymnasiums, historic park and satellite facilities.

- Staff recruitment and development.
- Provides staff training.
- Serves as liaison to various community organizations and city-wide committees.
- Responds to customers' concerns and requests.
- Service delivery continues to improve through the use of comprehensive training programs and the development of operational manuals.

WORKLOAD STATISTICS:

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Stagecoach Community Center & Park			
Reservations Processed	1,450	1,450	1,400
Facility Users	400,000	400,000	400,000
Revenue	$71,000	$71,000	$75,000
Calavera Hills Community Center & Park			
Reservations Processed	875	875	875
Facility Users	300,000	300,000	300,000
Revenue	$60,000	$60,000	$60,000
Harding Community Center			
Reservations Processed	3,900	3,950	4,000
Facility Users	178,000	180,000	180,500
Revenue	$181,000	$175,000	$176,000
Aviara & Poinsettia Parks			
Reservations Processed	525	525	525
Facility Users	485,000	485,000	485,000
Revenue	$87,000	$87,000	$87,000
Leo Carrillo Ranch			
Reservations Processed	45	45	45
Facility Users	105,000	105,000	105,000
Revenue	$100,650	$ 89,071	$88,517

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
All Sites			
Reservations Processed	6,795	6,845	6,845
Facility Users	1,468,000	1,470,000	1,470,500
Revenue	$499,650	$482,071	$486,517

KEY ACHIEVEMENTS FOR 2009-10:

- Continued to increase participation in Open Play activities: Pickleball and Badminton.
- Completion of a new picnic shelter at Calavera Hills and Stagecoach Community Centers has led to an increase in rentals at both of these sites.
- The upgrades added to the Harding Community Center Auditorium and Recreation Hall as well as the historic Magee Park Heritage Hall has increased the market appeal of these very popular rental sites.
- Completion of new informational kiosk at Leo Carrillo Ranch Historic Park to provide both historical and current park information.
- Completion of Phase II barn restoration project at Leo Carrillo Ranch Historic Park.
- Replaced the old park signage with new park signage reflecting any changes to the municipal code that has occurred over the last few years.
- Produced an updated version of the T.R.U.S.T video about sportsmanship with the intent of reaching a broader audience.

KEY GOALS FOR 2010-11:

- Facilitate the equitable distribution of athletic fields by partnering with Carlsbad non-profit sports organizations to ensure customer satisfaction of Carlsbad field users.
- Constantly strive to improve customer service through park patrols and enforcement of park rules and regulations.
- Continue to promote and support a safe environment to gather through the Department T.R.U.S.T. program for all facility users.
- Enhance revenues by promoting and facilitating the rental of City facilities to the public as an attractive and competitive alternative to private sector facilities.
- City parks and facilities provide a place for citizens to connect with the community, place, and spirit through balanced and sustainable land use and with Carrillo Ranch inclusive of providing ongoing historic preservation efforts.
- Continue to train staff on any changes and improvements to the new Facility Rules & Regulations, the Cost Recovery and Resource Allocation "Pyramid" Methodology, and Administrative Orders.
- Staff will continue to work with the Resident Non-Profit Sports Organizations to ensure field lights are turned off in a timely manner to help conserve our resources
- Completion of final phase of barn restoration project at Leo Carrillo Ranch Historic Park. Once complete, this will allow for visitor center operations to be moved to the existing barn.

SIGNIFICANT CHANGES:

- Reduction of 0.55 FT due to loss of supervisory position.
- Reduction of 0.39 FTE transferred to other divisions to more accurately reflect work performed.

PROGRAM: SENIOR PROGRAMS
FUND: GENERAL/SPECIAL REVENUE
PROGRAM GROUP: PARKS & RECREATION **ACCT NO. 0014570-73,143XXXX**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$414,294	$416,539	$410,873	$405,831
MAINTENANCE & OPERATIONS	625,840	550,728	618,571	527,117
CAPITAL OUTLAY	90,335	42,195	0	4,690
GRAND TOTAL	$1,130,469	$1,009,462	$1,029,444	$937,638
FULL TIME POSITIONS	**2.80**	**2.80**	**2.80**	**2.60**
HOURLY/FTE POSITIONS	**8.00**	**8.00**	**7.93**	**6.50**
GENERAL FUND	$1,088,024	$980,383	$993,944	$896,648
SPECIAL REVENUE	42,445	29,079	35,500	40,990
TOTAL FUNDING	$1,130,469	$1,009,462	$1,029,444	$937,638

WORK PROGRAM:

To provide a broad range of services and activities designed to foster independence, health and wellness and provide opportunities for lifelong learning, fun and socialization for older adults in the Carlsbad area.

PROGRAM ACTIVITIES:

Education/Learning
- Arrange for classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population. Provide seminars on health and wellness, topics of interest, latest technology, personal safety, etc.
- Provide ongoing information and referral to community resources.
- Provide ongoing classes in computer use and software programs (i.e., e-mail, Internet, Excel, Word, digital photography, etc.).
- Continue computer lab with open hours for seniors to drop in and receive technical advice.

Recreation
- Offer classes, special events, and activities of particular interest to the mature adult, which promote social interaction.
- Continue the development of programs/groups that appeal to people with similar interests (i.e., Walking Group, PC Users Groups, Writers Groups, Discussion Groups, etc.).
- Provide programming in the evenings and on weekends to attract the rising baby-boomer population.
- Provide opportunities for multiple generations to participate.

Personalized Assistance
Coordinate the provision of professional services necessary to maintaining an independent lifestyle.
- Offer tax assistance to over 500 seniors.
- Arrange for free legal advice for over 200 seniors.
- Arrange for assistance with health insurance decisions.

Health Services
Arrange for screenings, services, classes, and lectures that promote healthy living.
- Weekly blood pressure checks, glucose and diabetes testing, and cholesterol testing.
- Flu shots.
- Provide a minimum of four "special" health screenings, (i.e., skin cancer, hearing, podiatry, eye, etc.).
- Continue offering programs and classes that promote physical and mental well being.

Senior Grants
- Provide a minimum of 28,000 nutritious lunches.
- Provide a minimum of 10,000 delivered meals to the homes of Carlsbad's frail seniors.
- Provide over 8,000 rides to seniors who have limited means of getting to the Senior Center, shopping, medical visits, and other necessary appointments.
- Provide nutrition education and special events focused on lunchtime activities.

Administration
Coordinate all operations of the Senior Center: staffing, volunteer recruitment, facility rentals, and grants management.
- After-hours facility rentals.
- Staff scheduling and budget management
- Volunteer recruitment and training.
- Senior Commission.

Senior Center Operations
- Over 30,000 seniors walk through the doors on an annual basis. Some participate in the activities provided including the Nutrition Program. It provides an opportunity for lifelong learning, a safe place to gather, and promotes a healthy lifestyle.

Transportation
- The transportation program provides an open door to the community servicing over 8,000 trips for Carlsbad seniors who have no other means of transportation. The program allows seniors to attend medical, dental and necessary appointments. Over 20 participants are picked up daily to participate in the Nutrition Program.

Congregate
- The senior population participating in the Nutrition Program exceeds 28,000 lunches annually. A hot, nutritiously balanced meal is provided along with socialization, music, and fun! Meals are served Monday through Friday and exclude all holidays except Thanksgiving. An average of 105 older adults participates daily.
- Continue to bring new and innovative menu items, party themes, and entertainment each month.
- Continue to bundle activities with lunch and transportation to encourage participation (i.e., Lunch & a Movie).

Home Meal
- The Home Meal Program provides approximately 10,000 hot lunches to homebound seniors throughout Carlsbad. Over 30 volunteer drivers provide the transportation to get these meals delivered.
- Increase Home Meal participation by networking with senior/social health workers and faith based organizations.

Fee Supported
- Enrichment classes, seminars, and other learning opportunities on topics pertinent to the concerns and interests of the aging population.
- The attendance at the Fitness Room continues to grow.
- Continue to explore a variety of contract programs to compliment the Senior Center facilities and attract older adults.

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Transportation			
Serving Days	250	250	250
Total Trips	7,033	7,304	8,000
Total Trips per day	28	29	30
Revenue (grant + donations)	$34,846	$37,234	$37,700
Congregate			
Serving Days	250	250	250
Meals Served	27,188	26,926	28,145
Meals per day	108.80	107.70	112.60
Revenue (grant + donations)	$ 166,304	$ 132,186	$169,783
Volunteer Hours	6,761	6,374	6,374
Volunteer hours per day	27.10	25.5	25.5
Home Meals			
Serving Days	250	250	250
Meals Delivered	9,142	11,080	10,000
Meals Delivered per day	36.60	44.30	36.00
Revenue (grant + donations)	$45,571	$47,889	$47,889
Volunteer Hours	2,092	1,938	1,938
Volunteer hours per day	8.40	7.80	7.80

Category	Actuals 2008-09	Estimated 2009-10	Projected 2010-11
Rental Facilities			
Facility Bookings	658	830	850
Facility Users	23,656	21,500	22,500
Revenue	$86,601	$86,000	$88,000

SIGNIFICANT CHANGES:

- Reduction of 0.20 FT due to loss of supervisory position.
- Reduction of 1.43 FTE transferred to other divisions to more accurately reflect work performed.

PROGRAM: **PARK MAINTENANCE**
FUND: **GENERAL**
PROGRAM GROUP: **PARKS & RECREATION** **ACCT NO. 0014610, 0014630-35**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$2,698,739	$2,765,414	$2,903,626	$3,002,320
MAINTENANCE & OPERATIONS	2,914,232	2,640,460	2,623,182	2,541,557
CAPITAL OUTLAY	191,105	172,254	0	0
GRAND TOTAL	$5,804,076	$5,578,128	$5,526,808	$5,543,877
FULL TIME POSITIONS	**34.85**	**35.35**	**34.95**	**34.95**
HOURLY/FTE POSITIONS	**5.39**	**5.39**	**8.51**	**8.51**

WORK PROGRAM:

- Maintain, preserve, and enhance 348 acres of parks, school athletic fields, Downtown Village streetscapes, beach accesses, and landscapes at various civic landscapes. This includes the maintenance of 16 parks and 15 special use areas. Provide maintenance/refurbishment services to the Recreation Division and other City departments, as well as community groups. Manage the City's open space, preserves, and undeveloped park areas.

PERFORMANCE MEASUREMENTS:

- Service Delivery
  Benchmark
  Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.
  Result
  Ninety-three percent (93%) of ratings were at or above 7 on a 10-point scale.

- Maintenance Costs
  Goal
  Provide aesthetically appealing, well-maintained parks and high profile planter areas, while demonstrating sound fiscal responsibility.
  Result
  The annual park maintenance cost per acre is $14,554.

- Customer Service and Satisfaction
  Benchmark
  Ninety percent (90%) of respondents rate park maintenance as good or excellent on the City of Carlsbad public opinion survey.
  Result
  Ninety–four percent (94%) of respondents rated park maintenance as good to excellent on the City of Carlsbad public opinion survey.

PROGRAM ACTIVITIES:

Turf and Landscape Maintenance

- Direct management of turf, irrigation, and landscaping. Duties include mowing, fertilization, renovation, re-planting, trimming, pesticide application, raking leaves/debris, synthetic turf sweeping, planter weeding, soil cultivation, edging, aerating, re-seeding, rodent control, irrigation programming and repair, equipment maintenance, and contract administration/inspection for these services at designated park sites.

PROGRAM ACTIVITIES (continued):

Restroom Maintenance/Litter Control/Picnic Area Services

- Inspect, maintain, clean, paint, and repair 15 permanent and four temporary restroom facilities. Restocking supplies, addressing graffiti/vandalism, and repairing plumbing components/fixtures, comprise other related duties. Also associated with this activity are litter control, trash removal, and picnic area servicing. All parks, beach accesses, and beach areas are cleaned several times per week.

Court/Field/Tot Lot Maintenance

- Maintain 29 tennis courts, 20 basketball courts, 18 soccer fields, and 32 softball/baseball fields. All athletic courts are cleaned/inspected on a weekly basis. Duties involve sweeping or blowing surfaces, fence inspections/repairs, and paving inspections. In addition, this activity involves weekly maintenance of all park tot lots. Tot lot maintenance includes sand raking/leveling, sand rototilling, play equipment inspection and repair, and the requisite documentation of such actions.

Irrigation Maintenance

- Maintain all landscape irrigation systems of City facilities. This includes programming over 100 different controllers, with over 1,530 valves. Duties include replacement, repair, trouble shooting, and data entry/programming using the centralized irrigation system.

Miscellaneous Maintenance/Repair and Special Requests

- These activities include repair and upgrading park structures, facilities, sports field lighting, play equipment, and fencing, and the installation of bleachers, drinking fountains, soccer goals, trash enclosures, and concrete work. Additional activities involve special projects and requests by the Recreation community, the Housing and Redevelopment staff, and the Community Garden participants.

Open Space Preservation and Maintenance

- Provide oversight of preservation and maintenance activities, and administer supplemental monitoring of designated open space, preserves, and undeveloped park lands. Duties include trash removal, dumping clean-ups, weed abatement, routine security patrols, regulatory review, enforcement and compliance, habitat protection and mitigation, biological studies and resource agency reporting.

SIGNIFICANT CHANGES:

Changes to Services

- FY 2010-2011 will be the first full year where Beaches and Lagoons Coordination, and City-Owned Preserves Management are aligned under Parks Maintenance.

PROGRAM: TRAILS
FUND: GENERAL
PROGRAM GROUP: PARKS & RECREATION **ACCT NO. 0014620**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$162,818	$189,521	$198,096	$204,390
MAINTENANCE & OPERATIONS	97,101	144,957	131,631	131,762
CAPITAL OUTLAY	25,580	6,385	0	0
GRAND TOTAL	$285,499	$340,863	$329,727	$336,152
FULL TIME POSITIONS	**1.90**	**1.90**	**1.90**	**1.90**
HOURLY/FTE POSITIONS	**0.75**	**0.75**	**1.16**	**1.16**

WORK PROGRAM:

- Assist developers and trails volunteers in constructing trails associated with the Citywide Trails Program.
- Maintain existing Citywide trails, and construct elective new Citywide trails, with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Citywide Trails Master Plan.

PROGRAM ACTIVITIES:

Trail Maintenance
- Maintain existing Citywide trails and construct selective new trails with the assistance of trail volunteers.
- Perform trail improvements and install amenities, in accordance with Trail Master Plan.
- Inspect and augment contract maintenance of Coastal Rail Trail areas with City staff.

Project Processing
- Continue processing acceptance agreements from previously rejected Irrevocable Offers of Dedication (IOD) for the citywide trail easements.

PERFORMANCE MEASUREMENTS:

Customer Satisfaction
- Benchmark.
  Ninety percent (90%) of all respondents will rate trails satisfaction as good or excellent on the City of Carlsbad public opinion survey.
  Result
  Eighty-eight percent (88%) of respondents rated trails as good or excellent on the City of Carlsbad public opinion survey.

Service Delivery
- Benchmark
  Expand trail mileage by four miles per year.
  Result
  Expanded trail mileage by seven miles

Maintenance Costs
- Benchmark
  The annual trails maintenance costs per mile will be between $2,680 and $6,090.
  Result
  The annual trails maintenance costs per trail mile is $5,101.

SIGNIFICANT CHANGES:

- Added seven miles of trails maintenance at the Ranch and Lake Calavera to Citywide inventory, bringing the trails total to 47 miles.
- Implemented periodic security patrols of the Coastal Rail Trail and Lake Calavera Trails to deter delinquent activity such as graffiti, dumping and amenity destruction.
- The Adopt-a-Trail sponsorship and volunteer program was initiated to support trail maintenance and improvement projects. During FY 2009-10 volunteers clocked over 2,500 hours.
- The formal development of the Calavera Hills Trails and Trailhead were approved during FY 2009-10, which will entail additional trail construction and maintenance responsibilities.

PROGRAM: STREET TREE MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: PARKS AND RECREATION **ACCT NO. 1605023**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$289,573	$328,590	$339,564	$357,391
MAINTENANCE & OPERATIONS	243,305	221,988	266,366	254,904
CAPITAL OUTLAY	0	5,546	0	0
GRAND TOTAL	$532,878	$556,124	$605,930	$612,295
FULL TIME POSITIONS	**3.80**	**3.80**	**3.70**	**3.70**
HOURLY/FTE POSITIONS	**0.95**	**0.95**	**0.95**	**0.95**

WORK PROGRAM:

Provides maintenance to all accepted street trees in the public right-of-way (approximately 11,000), including specialized maintenance services for street trees in the Downtown Village.

PROGRAM ACTIVITIES:

Maintenance Pruning

- Focus on street tree maintenance in the Downtown Village to address City Council's priority for the area.
- Refine, support, administer, and inspect the contracted Block by Block Street Tree Pruning Program.

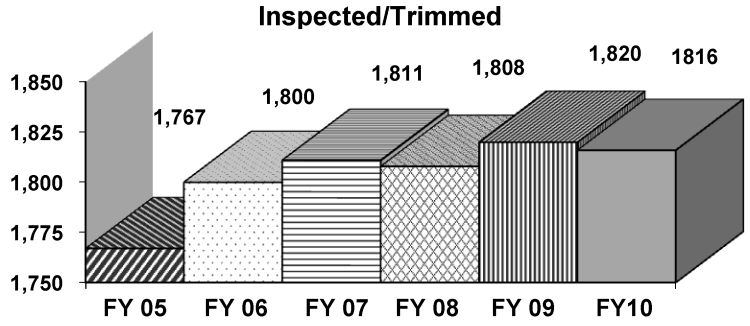
Service Request and Storm/Emergency Response

- Respond to approximately 600 street tree service requests, and provide storm, or other emergency assistance as necessary.

Acceptance of New Trees and Replanting of Vacancies

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

PROGRAMMED WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

Changes to Services

- The tree trimming services contract was re-bid in FY 2009-10. Increased annual costs are expected as a result of the division's intent to reduce the citywide block pruning cycle from four and a half years to four years. This action will be taken in order to improve the proactive maintenance frequencies of street trees and better ensure appropriate canopy weight/structure. These costs have been accounted for.

PROGRAM: **MEDIAN MAINTENANCE**
FUND: **MAINTENANCE ASSESSMENT**
PROGRAM GROUP: **PARKS AND RECREATION** **ACCT NO. 1615024**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$195,951	$194,820	$210,436	$202,964
MAINTENANCE & OPERATIONS	294,860	357,200	467,632	477,540
CAPITAL OUTLAY	1,335	854	0	0
GRAND TOTAL	$492,146	$552,874	$678,068	$680,504
FULL TIME POSITIONS	**1.95**	**1.95**	**1.90**	**1.90**
HOURLY/FTE POSITIONS	**0.65**	**0.65**	**0.60**	**0.60**

WORK PROGRAM:

Provide landscape maintenance and litter control to all City medians, including specialized service within the Downtown Village.

PROGRAM ACTIVITIES:

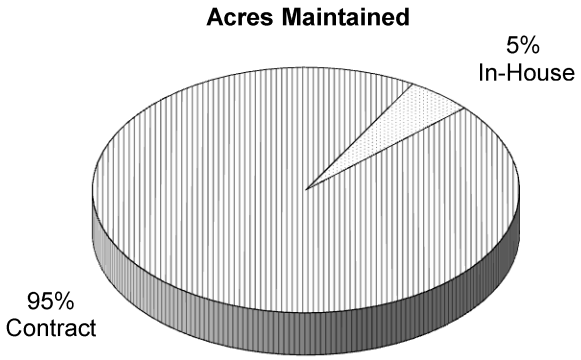
Contractual Median Maintenance

- Administer and oversee contract for landscape maintenance of approximately 60 acres of median planters. Maintenance includes litter control, weed abatement, pruning, pesticide and fertilizer application, shrub/tree replacements, and irrigation repairs/adjustments.
- Added five acres of service to the medians maintenance contract to account for the acreage that has been accepted by the city over the last year.

Streetscape Maintenance

- Augment the contract landscape maintenance with city staff on high profile medians in the Downtown Village area (approximately 3 acres), and various other city-wide medians, including weed abatement, pruning, shrub/tree replacements, and irrigation repairs/adjustments.

PROGRAMMED WORKLOAD STATISTICS:



SIGNIFICANT CHANGES:

Changes to Services

- Newly developed acres of medians will be added for contractual maintenance service as they are accepted by the City. The total acreage within the medians maintenance district's area of responsibility as of the end of FY 2009-10 is approximately 60 acres.

Police

Operating Budget & Capital Improvement Program
FY 2010-2011

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

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$21,129,407	$22,286,537	$22,341,791	$22,456,607
MAINTENANCE & OPERATIONS	4,944,352	5,325,553	5,541,087	5,943,624
CAPITAL OUTLAY	211,241	273,351	42,000	2,000
GRAND TOTAL	$26,285,000	$27,885,441	$27,924,878	$28,402,231
FULL TIME POSITIONS	**162.00**	**162.00**	**162.00**	**162.00**
HOURLY/FTE POSITIONS	**2.83**	**2.83**	**2.83**	**2.83**

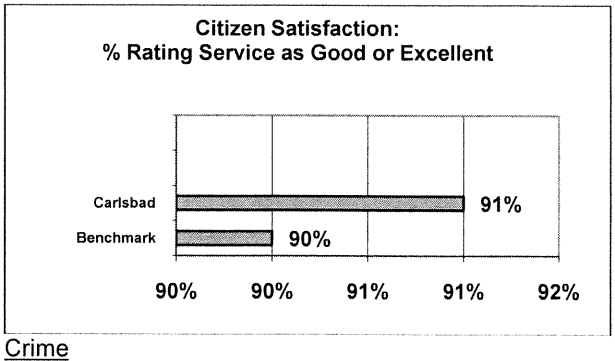
MISSION STATEMENT

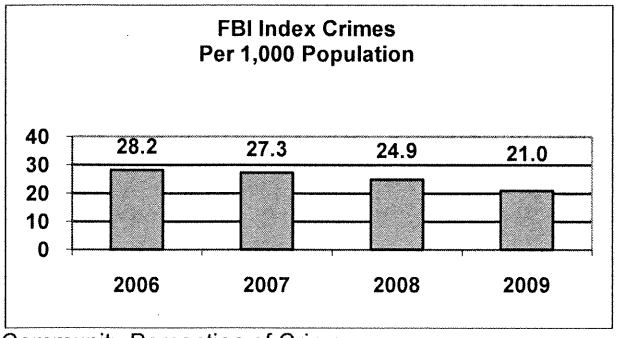
With a commitment to professional excellence, the members of the Carlsbad Police Department provide quality service to the community to ensure the preservation of life and property and the maintenance of law and order. In doing so, we protect the rights of all persons; we strive to treat every person with respect, dignity, and compassion; we hold ourselves to the highest ethical and professional standards of conduct; we are committed to personal integrity, common purpose and support of each other as essentials to an effective and productive work environment; and we provide leadership in our profession as an example for all law enforcement and to guarantee the best possible service to our citizens.

PERFORMANCE/WORKLOAD MEASURES:

2009 Citizen Satisfaction

In an effort to provide the best service possible to the community, the Carlsbad Police Department has been surveying victims of crime since 1991. This survey helps the department measure satisfaction and obtains feedback from citizens who have had contact with our department. Over 6,000 responses have been received to date.



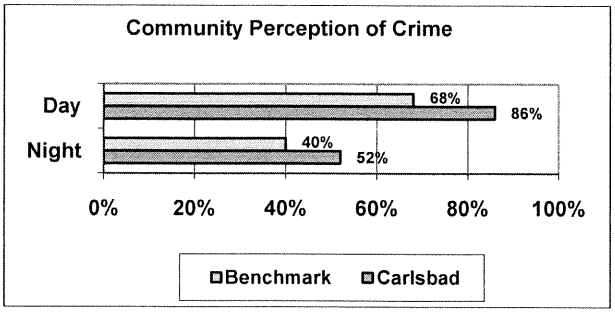


Crime

The Police Department measures crime with the FBI index crimes. FBI Index crimes include homicide, rape, robbery, aggravated assault, burglary, larceny/theft, and motor vehicle theft.

Community Perception of Crime

The Police Department measures citizens' perceptions of crime by asking, "How safe do you feel walking alone in your neighborhood?" The percent responding "very safe" is reflected in the chart to the right.



KEY ACHIEVEMENTS FOR 2009-10:

- Enhanced customer service and support of effective criminal prosecution through the development of new property and evidence tracking system.
- Developed a targeted public information campaign and enhanced the police website to improve public communications.
- Developed plans to implement a new, secure digital evidence system to support effective criminal prosecution.
- Improve safety and security at Safety Center by installing access control system.
- Continued to develop plans for a replacement police shooting range.
- Continued to improve City-wide response to critical incidents and disasters.
- Continued to develop a plan for monitoring and emergency response for Carlsbad's trails.
- Implemented a new eight beat structure to improve patrol response to citizen's calls for service

KEY GOALS FOR 2010-11:

- Implement secure digital evidence system to support effective criminal prosecution.
- Update school safety plans for local schools.
- Start construction of the Joint First Responders Training Facility, which includes a new shooting range.
- Replace computer-aided dispatch call recorder.
- Develop enhanced management information reports from computer-aided dispatch system to improve deployment and response time.

PROGRAM: ADMINISTRATION
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012110

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$637,176	$700,254	$648,679	$654,019
MAINTENANCE & OPERATIONS	656,869	693,014	708,856	703,206
CAPITAL OUTLAY	5,705	0	0	0
GRAND TOTAL	$1,299,750	$1,393,268	$1,357,535	$1,357,225
FULL TIME POSITIONS	**4.00**	**5.00**	**5.00**	**5.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

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

Organization
- Assist staff with individual and group development.

Division Support
- Provide support to divisions to assist with meeting goals.

Leadership
- Provide department staff with the knowledge and training necessary to carry out the department's mission.

SIGNIFICANT CHANGES:

- None

PROGRAM: FIELD OPERATIONS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012120

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$9,058,616	$9,509,766	$9,551,488	$9,609,098
MAINTENANCE & OPERATIONS	1,299,036	1,356,544	1,557,160	1,742,547
CAPITAL OUTLAY	87,615	1,900	0	0
GRAND TOTAL	$10,445,267	$10,868,210	$11,108,648	$11,351,645
FULL TIME POSITIONS	**70.00**	**66.00**	**66.00**	**66.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

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

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

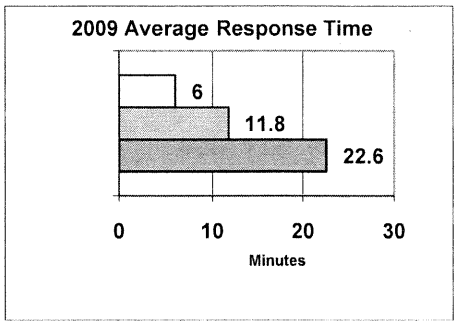
Response Time
- Respond to priority one calls in less than six minutes.

WORKLOAD STATISTICS:

	CY2005	CY2006	CY2007	CY2008	CY2009
Police Activities/Calls for Service	74,546	87,213	94,126	94,492	94,678
Cases	10,059	11,178	11,259	10,309	8,826

PERFORMANCE/WORKLOAD MEASURES:

2009 Average Response Times
Priority one calls are those in which there is an immediate threat to life or property. Our goal is to respond to all priority one calls in an average of six minutes or less. Priority one calls were three percent of our total call volume in 2009. Priority two (urgent calls) and priority three (calls for reports) made up 81 percent of our total call volume. The remaining 16 percent were priority four calls.



SIGNIFICANT CHANGES:

- None

PROGRAM: **COMMUNITY SERVICES**
FUND: **GENERAL**
PROGRAM GROUP: **POLICE**

ACCT NO. 0012119, 2121-23, 2125, 2129, 2142, 2146

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$2,643,237	$2,763,516	$2,830,947	$2,846,564
MAINTENANCE & OPERATIONS	458,988	459,989	525,622	497,810
CAPITAL OUTLAY	94,689	5,118	0	0
GRAND TOTAL	$3,196,914	$3,228,623	$3,356,569	$3,344,374
FULL TIME POSITIONS	**17.00**	**20.00**	**20.00**	**20.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

The Community Services division includes the following programs:

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

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

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

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

Crime Prevention
- 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.

Community Policing
- Help improve the quality of life for citizens facing recurrent policing problems.

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

PROGRAM ACTIVITIES:

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

PROGRAM ACTIVITIES (continued):

Senior Volunteer Patrol

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

In-House Volunteers

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

Reserves

- Provide special detail assistance to all divisions of the Police Department.
- Provide service to the spring and fall fairs, Oktoberfest, marathon, and other special events.
- Provide assistance with follow-up and special investigations for traffic officers and detectives.

Lagoon Patrol

- Enforce boating regulations.
- Monitor recreational boating operation on Agua Hedionda Lagoon.
- Patrol lagoon, trail, and park areas.
- Assist stranded boaters on Aqua Hedionda Lagoon.

Crime Prevention

- Target all groups within the community including crime victims, and utilize community forums, surveys, media, newsletters, and direct mailings.
- Create and implement education and awareness programs that reduce the threat of crime and enhance safety and security.

WORKLOAD STATISTICS:

	CY2005	CY2006	CY2007	CY2008	CY2009
Injury collisions per 1,000 population	3.8	3.9	4.2	3.7	3.5
Number of volunteer hours contributed	13,403	17,198	26,000	20,000	20,000
Number of Crime Prevention Programs/Services for citizens	743	888	965	1,062	956

SIGNIFICANT CHANGES:

- None

PROGRAM: CANINE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012124

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$603,907	$594,876	$628,469	$623,764
MAINTENANCE & OPERATIONS	156,055	153,488	108,440	114,159
CAPITAL OUTLAY	0	8,620	0	0
GRAND TOTAL	$759,962	$756,984	$736,909	$737,923
FULL TIME POSITIONS	**4.00**	**4.00**	**4.00**	**4.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

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

SIGNIFICANT CHANGES:

- None

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

ACCT NO. 0012126-2128, 2130, 2136

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$2,097,810	$2,253,290	$2,207,462	$2,207,800
MAINTENANCE & OPERATIONS	329,300	319,791	307,876	321,318
CAPITAL OUTLAY	2,707	7,447	0	0
GRAND TOTAL	$2,429,817	$2,580,528	$2,515,338	$2,529,118
FULL TIME POSITIONS	**12.00**	**13.00**	**13.00**	**13.00**
HOURLY/FTE POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**

WORK PROGRAM:

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

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

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

Special Events Overtime
Provide traffic and crowd control at various special events throughout the City.

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

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

Crisis Negotiation Team
The team's responsibilities consist of:

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

WORKLOAD STATISTICS:

	CY2005	CY2006	CY2007	CY2008	CY2009
Violent Crime Clearance Rate	49%	42%	41%	49%	51%
Property Crime Clearance Rate	21%	16%	10%	21%	19%
Property Recovery Rate	23%	31%	20%	17%	25%

SIGNIFICANT CHANGES:

- None

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

ACCT NO. 0012131

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$633,471	$673,990	$659,079	$664,073
MAINTENANCE & OPERATIONS	81,853	89,249	84,241	95,381
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$715,324	$763,239	$743,320	$759,454
FULL TIME POSITIONS	**4.00**	**4.00**	**4.00**	**4.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

SIGNIFICANT CHANGES:

- None

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

ACCT NO. 0012132, 2141, 2143

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$627,945	$662,137	$659,684	$652,213
MAINTENANCE & OPERATIONS	76,715	78,483	75,770	77,110
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$704,660	$740,620	$735,454	$729,323
FULL TIME POSITIONS	**5.00**	**5.00**	**5.00**	**5.00**
HOURLY/FTE POSITIONS	**0.33**	**0.33**	**0.33**	**0.33**

WORK PROGRAM:

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

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

PROGRAM ACTIVITIES:

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

SIGNIFICANT CHANGES:

- None

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

ACCT NO. 0012133, 2145

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$535,320	$615,918	$596,350	$650,278
MAINTENANCE & OPERATIONS	46,452	36,343	56,697	48,717
CAPITAL OUTLAY	0	16,921	0	2,000
GRAND TOTAL	$581,772	$669,182	$653,047	$700,995
FULL TIME POSITIONS	**8.00**	**8.00**	**8.00**	**8.00**
HOURLY/FTE POSITIONS	**0.50**	**0.50**	**0.50**	**0.50**

WORK PROGRAM:

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

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

PROGRAM ACTIVITIES:

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

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

WORKLOAD STATISTICS:

	CY2005	CY2006	CY2007	CY2008	CY2009
Police Cases	10,059	11,178	11,259	10,309	8,826

SIGNIFICANT CHANGES:

- None

PROGRAM: FAMILY SERVICES
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012134

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$759,821	$777,857	$826,577	$825,548
MAINTENANCE & OPERATIONS	34,771	33,845	39,588	41,238
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$794,592	$811,702	$866,165	$866,786
FULL TIME POSITIONS	**6.00**	**6.00**	**6.00**	**6.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

- Investigate and follow up on crime and incident reports as they relate to all phases of the family.
- Assist in the coordination of diversion, prevention, and education activities offered by the department such as GUIDE, Juvenile Justice Panel, parenting skills classes, activities for children after school, and mentoring at-risk youth.

SIGNIFICANT CHANGES:

- None

PROGRAM: TASK FORCE
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012135

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$540,401	$594,053	$575,221	$582,290
MAINTENANCE & OPERATIONS	69,354	77,445	69,641	71,421
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$609,755	$671,498	$644,862	$653,711
FULL TIME POSITIONS	**4.00**	**4.00**	**4.00**	**4.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Participate in specialized regional crime-fighting task forces including North County Gang Task Force, Regional Auto Theft Task Force, Narcotics Task Force, and ID Theft Task Force.

SIGNIFICANT CHANGES:

- None

PROGRAM: SUPPORT OPERATIONS
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012140

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$875,730	$876,522	$860,317	$886,422
MAINTENANCE & OPERATIONS	1,540,183	1,868,388	1,835,619	2,023,125
CAPITAL OUTLAY	20,525	0	0	0
GRAND TOTAL	$2,436,438	$2,744,910	$2,695,936	$2,909,547
FULL TIME POSITIONS	**7.00**	**6.00**	**6.00**	**6.00**
HOURLY/FTE POSITIONS	**0.50**	**0.50**	**0.50**	**0.50**

WORK PROGRAM:

Provide support to the Police Department in the form of training, automated systems coordination, internal affairs, and personnel recruitment and hiring.

PROGRAM ACTIVITIES:

- Coordinate all department training.
- Recruit new employees.
- Organize testing programs and conduct POST mandated pre-employment investigations.
- Investigate citizen complaints.
- Maintain and develop the department's automated systems such as CAD, ARJIS, and the microcomputer network.
- Implement/install new technology.

SIGNIFICANT CHANGES:

- None

PROGRAM: COMMUNICATIONS CENTER
FUND: GENERAL
PROGRAM GROUP: POLICE

ACCT NO. 0012144

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,937,478	$2,065,565	$2,127,908	$2,143,563
MAINTENANCE & OPERATIONS	135,222	140,835	169,307	189,112
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$2,072,700	$2,206,400	$2,297,215	$2,332,675
FULL TIME POSITIONS	**19.00**	**19.00**	**19.00**	**19.00**
HOURLY/FTE POSITIONS	**0.50**	**0.50**	**0.50**	**0.50**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

Provide routine and emergency public safety communications service.

WORKLOAD STATISTICS:

	CY2006	CY2007	CY2008	CY2009
Police Activities	87,213	94,126	94,492	94,678
9-1-1 calls	24,971	27,670	27,049	28,460
Total Phone Calls	188,870	187,443	179,165	171,111

SIGNIFICANT CHANGES:

- None

PROGRAM: POLICE ASSET FORFEITURE
FUND: ASSET FORFEITURE
PROGRAM GROUP: POLICE

ACCT NO. 1212110, 1222110

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$0	$0	$0	$0
MAINTENANCE & OPERATIONS	28,531	16,049	0	16,530
CAPITAL OUTLAY	0	233,345	42,000	0
GRAND TOTAL	$28,531	$249,394	$42,000	$16,530
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

SIGNIFICANT CHANGES:

- Safety equipment for defensive tactics is proposed to be purchased in FY 2010-11.

PROGRAM: CITIZENS OPTION FOR PUBLIC SAFETY
FUND: COPS GRANT
PROGRAM GROUP: POLICE

ACCT NO. 123XXX

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$178,495	$198,793	$169,610	$110,975
MAINTENANCE & OPERATIONS	2,813	2,090	2,270	1,950
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$181,308	$200,883	$171,880	$112,925
FULL TIME POSITIONS	**2.00**	**2.00**	**2.00**	**2.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

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

PROGRAM ACTIVITIES:

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

SIGNIFICANT CHANGES:

- Due to the State of California's budget constraints the COPS program is receiving less funding.

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

ACCT NO. 124-125XXX

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$0	$0	$0	$0
MAINTENANCE & OPERATIONS	28,210	0	0	0
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$28,210	$0	$0	$0
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

The two Justice Assistance Grant (JAG) programs, the JAG Formula Block Grant and the JAG American Recovery and Reinvestment Act Grant are funded through the Department of Justice. These are one-time funds to be used only to enhance, and not replace, law enforcement budgets within specific program areas. Funds will be used to purchase a digital imaging system, ballistic helmets, patrol rifles, sniper night vision, a cell phone scrambler, a pole camera system, and an electromagnetic motion detection device.

SIGNIFICANT CHANGES:

- None

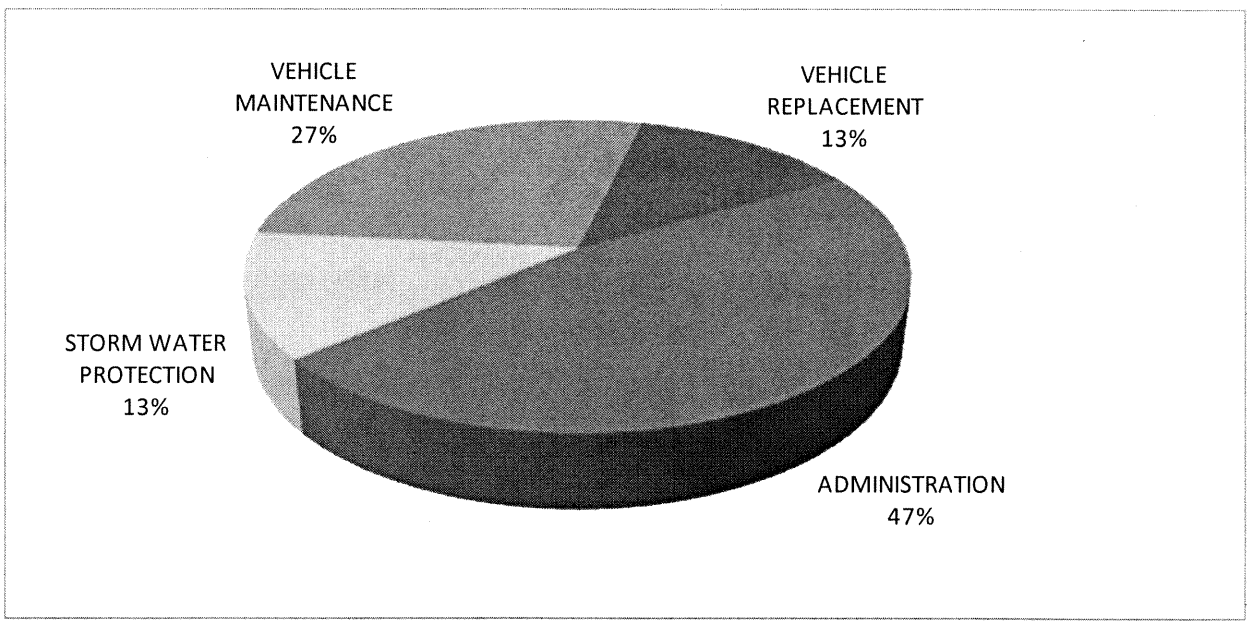
Property & Environmental Management

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: PROPERTY & ENVIRONMENTAL MANAGEMENT
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$4,483,069	$4,396,602	$4,817,029	$3,767,462
MAINTENANCE & OPERATIONS	3,705,193	4,044,054	4,378,417	5,174,480
CAPITAL OUTLAY	1,155,078	1,557,637	1,524,000	1,260,000
GRAND TOTAL	$9,343,340	$9,998,293	$10,719,446	$10,201,942
FULL TIME POSITIONS	**41.80**	**43.05**	**43.25**	**41.60**
HOURLY/FTE POSITIONS	**1.34**	**1.34**	**1.34**	**1.84**



PROGRAM: **PROPERTY & ENVIRONMENTAL MANAGEMENT**
FUND: **GENERAL**
PROGRAM GROUP: **PEM** **ACCT NO. 0015xxx**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$3,223,466	$3,236,471	$3,420,987	$2,485,931
MAINTENANCE & OPERATIONS	1,099,605	1,677,330	1,487,542	2,316,484
CAPITAL OUTLAY	395,355	154,687	0	0
GRAND TOTAL	$4,718,426	$5,068,488	$4,908,529	$4,802,415
FULL TIME POSITIONS	**28.10**	**29.15**	**29.40**	**28.00**
HOURLY/FTE POSITIONS	**0.84**	**0.84**	**0.84**	**1.34**

WORK PROGRAM:

Provide administrative support and strategic direction for the newly established Property & Environmental Management (PEM) Department. Develop strategic and operating goals for the Department. This group includes PEM Administration, Real Estate Management, Environmental Management and Facilities Maintenance.

PROGRAM ACTIVITIES:

Administration
- Provide Guidance and Leadership to PEM staff.
- Develop strategic goals and operational plans for PEM Divisions.
- Develop standard operating procedures for PEM Divisions.
- Meet with internal and external stakeholders and develop relationships.

Facilities Maintenance, Custodial Services and Contracts
- Perform repairs and alterations as required to maintain and operate City facilities at a professional level.
- Perform emergency repairs to eliminate hazards or unsanitary conditions and reduce liability.
- Remodel and/or renovate City facilities to accommodate programmatic changes for City departments.
- Provide assistance in the relocation of staff and/or office furnishings as required.
- Implement and manage a preventative maintenance program for major mechanical systems, roofing, and painting.
- Provide professional level custodial services for all City facilities by using a combination of City staff and contract services.
- Prepare and administer contracts for all building maintenance services (e.g. Heating Ventilation Air Conditioning (HVAC), plumbing, electrical, construction projects, and custodial services).

Real Estate Management
- Provide strategic direction to City on issues related to land, property and facility acquisition.
- Negotiate over purchase or sale of assets for the City.
- Manage City's real estate portfolio.
- Manage City property leases with private parties, including cell site leases.

Environmental Management
- Provide leadership and coordination Citywide related to compliance with Habitat Management Plan (HMP) regulations, manage the budget, coordinate Preserve Steward contract, ensure annual reporting is completed and submitted on time, participate regionally where appropriate.
- Assist the City in implementing the Sustainability Guiding Principles. Research and monitor upcoming air regulations, promote sustainable decision-making, and encourage new programs related to energy efficiency, renewable energy generation, greenhouse gas emission monitoring, and other energy conservation issues.

PERFORMANCE MEASURES (Facilities Maintenance Only):

Overall Ratings

- Benchmark
  Ninety percent (90%) of ratings are at or above 7 on a 10-point scale.
  Result
  Ninety percent (90%) of ratings were at or above 7 on a 10-point scale.

Cost Per Square Foot

- Benchmark
  Carlsbad Facilities maintenance cost per square foot will be close to the National Benchmark of government institutions ($8.57 is National benchmark adjusted for California).
  Result
  Carlsbad Facilities maintenance cost per square foot is $6.12

Internal Surveys

- Benchmark
  Ninety percent (90%) of internal surveys returned indicate overall service by Facilities Maintenance as good to excellent in all survey categories.
  Result
  Ninety percent (90%) of internal surveys returned indicated the overall service by Facilities Maintenance as good to excellent in all survey categories.

Work Orders

- Benchmark
  Ninety percent (90%) of Emergency work orders completed within 24 hours; ninety percent (90%) of High Priority work orders completed within 72 hours; ninety percent (90%) of Medium Priority work orders completed within 20 days; ninety percent (90%) of Low Priority work orders completed within 30 days.
  Results
  One hundred percent (100%) of Emergency work orders completed within 24 hours; ninety-eight percent (98%) of High Priority work orders completed within 72 hours; ninety-seven percent (97%) of Medium Priority work orders completed within 20 days; ninety-five percent (95%) of Low Priority work orders completed within 30 days.

SIGNIFICANT CHANGES:

- The Property & Environmental Management Department is a new department created through the City's reorganization efforts.
- A total of 1.0 full-time positions has been eliminated as a result of the City's reorganization efforts.
- A total of 0.40 full-time positions have been reallocated to other divisions to better reflect each division's workload.
- A total of 0.50 part-time positions has been added as a partial replacement for the 1.0 full-time position eliminated as a result of the City's reorganization efforts.

PROGRAM: STORM WATER PROTECTION
FUND: SOLID WASTE ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL PROGRAMS **ACCT NO. 5215110**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$573,344	$546,124	$639,382	$589,753
MAINTENANCE & OPERATIONS	654,134	544,467	724,909	704,348
CAPITAL OUTLAY	18,263	0	0	0
GRAND TOTAL	$1,245,741	$1,090,591	$1,364,291	$1,294,101
FULL TIME POSITIONS	**6.05**	**6.05**	**6.05**	**6.05**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Provide leadership and coordination for Citywide Storm Water and; ensure compliance with the Existing Development section of the Municipal Storm Water Permit issued by the San Diego Regional Water Quality Control Board through the following program activities:

PROGRAM ACTIVITIES:

High Threat to Water Quality Industrial/Commercial Inspections
Businesses must be prioritized by threat to water quality. High threat to water quality facilities are inspected at frequencies required by the permit. Follow–up with non-compliant sites is required during and after inspections.

Water Quality Monitoring
The permit requires co-permittees to conduct several monitoring programs under the Receiving Water and Urban Runoff Monitoring and Reporting Program section of the Permit. Those that impact the department the most with heavy workload include the Coastal Storm Drain Monitoring Program (CSDMP), the Dry Weather Monitoring Program, and attending regional workgroup meetings on other programs. In the future, MS4 outfall and Source Identification programs will require additional work in this area.

Education/Outreach and Public Participation
The Permit requires the City to conduct educational efforts and outreach to the public and targeted audiences regarding topics listed in the permit. Outreach to municipal staff is intended to inform and educate employees and City contractors on the requirements imposed on all municipal facilities and operations.

Illicit Connection/ Illegal Dumping (IC/ID)
Permit requirements include the investigation of potential illicit connection/illegal dumping incidents in the City and the management of a public hotline. Complaint calls to the hotline that were directly related to IC/ID numbered over 195 for FY 08-09.

Municipal Program
The Permit requires that all existing municipal facilities be inspected, reviewed and modified, as needed, to prevent or reduce the pollutants in runoff. This evaluation includes review of: Pollution Prevention practices, identifying all sources of pollutants, implementing Best Management Practices, and maintaining all storm drain system facilities and structures. The Permit also requires review of pesticide, herbicide, and fertilizer use at all municipal facilities. The Storm Water Protection Program coordinates the municipal program through the Storm Water Committee, manages the municipal facility inventory, and oversees the contract to conduct municipal inspections, but compliance activities are the responsibility of individual departments performing activities.

PROGRAM ACTIVITIES (continued):

The Permit requires the City to inspect and remove waste between May 1 and Sept 30 in all high priority and poor condition sites each year, with record keeping of inspections and amount of materials removed. In addition, the Storm Drain Maintenance Program manages a street sweeping contract to reduce material accumulation in the Municipal Separate Storm Sewer System (MS4), contracts with outside vendors to perform litter removal, and to clean the MS4 on a regular basis as well as during incidents.

Watershed Participation and Lead Coordinator
The permit requires the City of Carlsbad to participate in watershed activities with neighboring cities. Activities are focused on reducing MS4 contributions of high priority pollutants. City of Carlsbad also stepped up to become the Watershed lead for the Carlsbad Watershed and currently manages a Watershed Coordinator contract. As the lead, the City also participates in the Regional Watershed Lead Committee.

City Representation
The Storm Water Protection Program is the City's representative at Co-permittee meetings, watershed meetings, regional Outreach and Education meetings, regional monitoring meetings, Coastal Monitoring program meetings, Dry Weather Program meetings and other Co-permittee workgroups), Regional Board meetings, regional Clean Water Act or Porter-Cologne Act regulatory meetings, and regional Total Maximum Daily Load meetings.

Annual City Report Writing
The Storm Water Protection Program is responsible for the annual preparation of three major reports – the annual Jurisdictional Urban Runoff Management Program (JURMP) report, the annual Watershed Urban Runoff Management Plan (WURMP) report, and the Coastal Storm Drain Monitoring Program annual report. In addition, this department coordinates the writing of the new JURMP and WURMP documents that are due at the beginning of each permit cycle.

KEY ACHIEVEMENTS FOR 2009-10

Environmental Management
- Continued coordinating City-wide compliance with permit and department specific compliance with existing development requirements.
- Continued to roll out new programs per new permit requirements.
- Continued responsibility for coordinating, writing and editing the JURMP annual report, WURMP annual report, and contributing to other regional reports.
- Continued lead responsibility for the Carlsbad Watershed.
- Completed and evaluated the watershed pilot irrigation runoff reduction activity in Carlsbad.
- Completed and closed out actions related to the Lagoon TMDL Investigative Order.
- Led a new Agua Hedionda Lagoon group to organize internally, and participate with the RWQCB in TMDL development for AH Lagoon, developed cost-share agreement, successfully de-listed Agua Hedionda Lagoon for bacteria and sediment impairments.
- Reviewed criteria for prioritizing businesses on commercial/industrial inventory.
- Conducted annual inspection training.
- Completed a Best Management Practices (BMP) manual for businesses.
- Conducted pilot integration of Watershed and Jurisdictional Annual reports.
- Worked with Regional Board to amend watershed permit language.
- Performed annual procedure review and revised as necessary.
- Began transition of Illicit Connection/Illegal Discharge (IC/ID) complaint response from RFA database to Permits Plus System.
- Notified mobile businesses of storm water BMPs per NPDES Municipal Permit requirements.
- Promoted internal staff and hired external candidate to complete staffing of Storm Water Protection Program.

KEY GOALS FOR 2010-11

- Continue coordinating compliance with the NPDES Municipal permit.
- Regional participation in developing Long Term Effective Assesment (LTEA), a requirement of the NPDES Municipal Permit.
- Regional participation in developing Report of Waste Discharge (ROWD), a requirement of the NPDES Municipal Permit.
- Carlsbad Watershed participation in bacteria related to beaches and creeks Total Maximum Daily Load (TMDL) compliance.
- Help maintain recreational water quality in Carlsbad to support lifestyles of residents and visitors and associated economy
- Review Environmentally Sensitive Area (ESA) boundaries and layers in GIS database.

SIGNIFICANT CHANGES:

Reallocated the following positions to or from the Storm Water Protection Program based on time spent on storm water related issues:

- +0.05 FTE for Associate Contract Administrator
- -0.20 FTE for Public Works Manager
- -0.55 FTE Net Impact
- -0.30 FTE for Management Analyst

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

ACCT NO. 6205460

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$686,259	$614,007	$756,660	$691,778
MAINTENANCE & OPERATIONS	1,951,454	1,818,680	2,115,966	2,103,648
CAPITAL OUTLAY	9,473	7,604	0	0
GRAND TOTAL	$2,647,186	$2,440,291	$2,872,626	$2,795,426
FULL TIME POSITIONS	**7.65**	**7.85**	**7.80**	**7.55**
HOURLY/FTE POSITIONS	**0.50**	**0.50**	**0.50**	**0.50**

WORK PROGRAM:

Fleet Operations is an Internal Service fund within the City, which provides continuous repair and maintenance service for City-owned vehicles and equipment operated by City departments. Fees developed on a cost recovery system based on a per-mile/hour charge by class of vehicle generate revenues to this department. This program involves all facets of vehicle repair, maintenance, and parts; ensures that adequate supplies of fuel and oil are available to operating departments, and administers the collection and disposal of hazardous waste generated by City departments. The 'in-service' fleet is comprised of 366 vehicles and 149 other pieces of equipment.

PERFORMANCE MEASURES:

Work Orders

- Benchmark
  90% of scheduled preventive maintenance work orders are completed within 24 hours from the time the vehicle is delivered to the shop.
  Result
  47% of scheduled preventative maintenance work orders were completed within 24 hours from the time the vehicle was delivered to the shop.

Unit Availability

- Benchmark
  95% of fleet units are available to meet City needs.
  Result
  98% of fleet units are available to meet City needs.

Internal Surveys

- Benchmark
  90% of internal surveys returned indicate overall service by Fleet Maintenance as good to excellent in all survey categories.
  Result
  97% of internal surveys returned indicated the overall service by Fleet Maintenance as good to excellent in all survey categories.

PROGRAM ACTIVITIES:

Repair and Maintenance

- Provide routine preventative maintenance and repairs for the fleet; inspect vehicles required for the Biannual Inspection of Terminals (BIT) and smog programs; sublet repairs to vendors as necessary; make road calls for units disabled in the field.

PROGRAM ACTIVITIES (continued):

Auto Parts

- Secure needed items for the maintenance and repair of the fleet through cooperative buying with other cities or through State Net Discount; provide a perpetual inventory and automatically reorder quantities through the automated management system.

Fuel and Oil

- Secure the necessary fuel and lubricating oil stocks through cooperative buying contracts with other agencies; maintain sufficient stock on hand for emergencies; continue to supply fuels to Encina Wastewater Authority and Carlsbad Unified School District; monitor fuel tanks in accordance with State and County regulations.

SIGNIFICANT CHANGES:

- For FY 2009-10, Fleet Maintenance Staff will continue to implement new Fleet Management software, to improve business processes and help better utilize the fleet data that is collected.
- A total of 0.05 FTE has been reallocated to better reflect workload and 0.30 of a Public Works Manager has been eliminated.

PROGRAM: VEHICLE REPLACEMENT
FUND: INTERNAL SERVICE
PROGRAM GROUP: PROPERTY & ENVIRONMENTAL MANAGEMENT

ACCT NO. 6215461

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$0	$0	$0	$0
MAINTENANCE & OPERATIONS	0	3,577	50,000	50,000
CAPITAL OUTLAY	731,987	1,395,346	1,524,000	1,260,000
GRAND TOTAL	$731,987	$1,398,923	$1,574,000	$1,310,000
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

2007-08 Capital Outlay was previously all shown in Maintenance & Operations

WORK PROGRAM:

This program sets a replacement charge for each piece of equipment in the City's motorized rental fleet with a value of $5,000 or greater. This includes the determination of the economic life of individual units set forth in Administrative Order No. 3; the development of proper specifications to suit users' needs; outfitting of new units before being placed into service; and preparing replaced units for sale at auction or to interested public agencies or special districts. The replacement of units enables the City to meet clean air requirements of the San Diego Basin and ensures a more cost-effective fleet.

PROGRAM ACTIVITIES:

Fund Maintenance

- Calculate future acquisition costs for units costing $5,000 or more in the rental fleet and establish an average replacement charge by unit class.

Specification Writing

- Write specifications for the purchase of replacement units combining the needs of the users and economic reality of the City.

Purchase and Disposal

- In partnership with the Finance Department, buy replacement units through the public bid process or in cooperation with other public agencies through cooperative purchasing programs. Arrange for the public auction of replaced units or sell them to other interested public agencies or special districts.

SIGNIFICANT CHANGES:

- Of the 106 units that met age, mileage or both replacement criteria, only 26 were selected for replacement.
- Beginning in FY 2009-10, a Vehicle Condition Report tool is being used by Fleet Management to determine which vehicles meeting either age or mileage criteria should be considered for replacement. As a result of this tool, several vehicles which would have been recommended for replacement in previous years, were instead recommended for deferment for at least one more year.

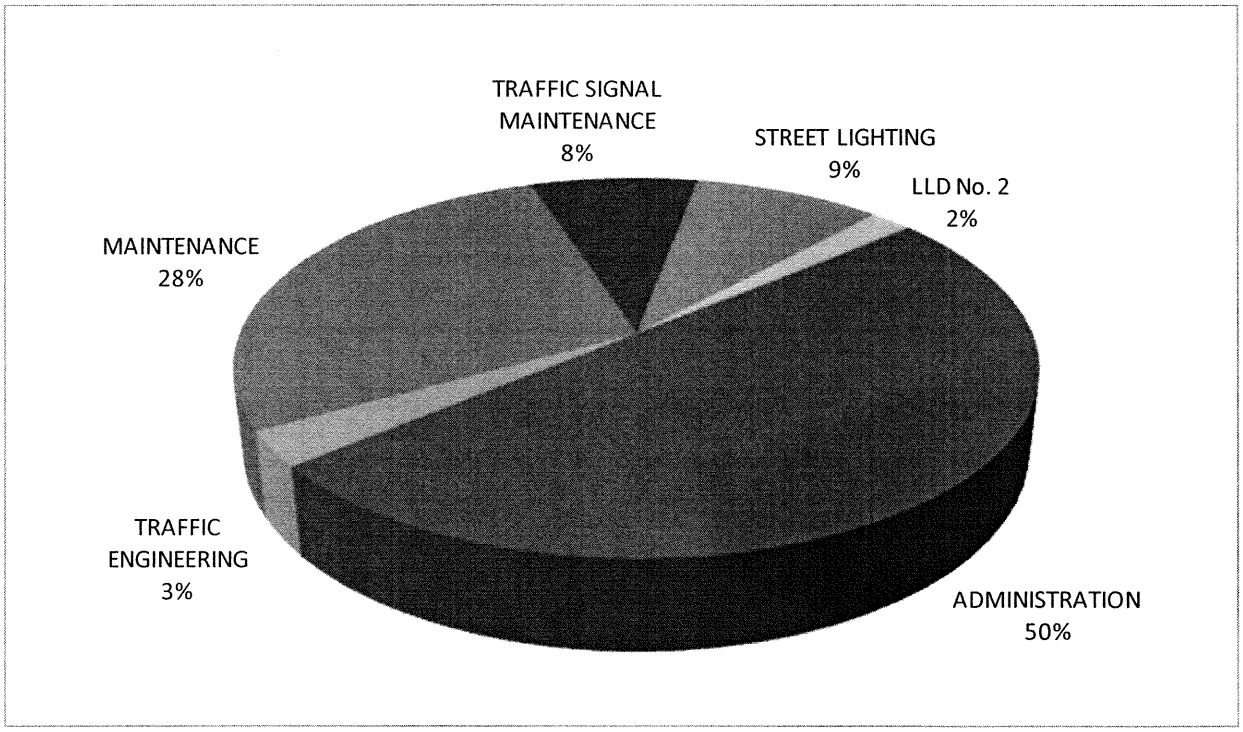
Transportation

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: TRANSPORTATION
FUND: VARIOUS
PROGRAM GROUP: VARIOUS

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$6,409,238	$6,421,845	$6,898,970	$6,279,755
MAINTENANCE & OPERATIONS	4,241,065	3,941,737	4,127,713	3,895,074
CAPITAL OUTLAY	280,324	246,077	0	0
GRAND TOTAL	$10,930,627	$10,609,659	$11,026,683	$10,174,829
FULL TIME POSITIONS	**63.45**	**63.20**	**62.35**	**58.40**
HOURLY/FTE POSITIONS	**2.00**	**2.00**	**2.00**	**2.00**



PROGRAM: **ADMINISTRATION AND CM&I**
FUND: **GENERAL**
PROGRAM GROUP: **TRANSPORTATION** **ACCT NO. 0018010/0018110**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$4,222,457	$4,244,247	$4,610,625	$4,195,831
MAINTENANCE & OPERATIONS	974,513	765,544	959,581	903,119
CAPITAL OUTLAY	24,103	83,077	0	0
GRAND TOTAL	$5,221,073	$5,092,868	$5,570,206	$5,098,950
FULL TIME POSITIONS	**37.65**	**37.65**	**36.50**	**32.90**
HOURLY/FTE POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**

WORK PROGRAM:

The Transportation Department supports the City Council's goals by providing high-quality service in transportation engineering, general engineering municipal projects, project management, and construction inspection. The Transportation Department provides services to the public and other City departments through preparation and processing of planning, design, and construction of capital projects and performing traffic and transportation studies. The department is also responsible for ensuring that private development and public improvements are properly designed, constructed, and inspected while maintaining public safety and the well being of the community.

PROGRAM ACTIVITIES:

Transportation and Administration Services:

- Coordinate with all divisions to ensure accomplishment of City Council Goals and Objectives, provide administrative and clerical support to all divisions, ensure that the management reporting system is accurately maintained and generates all reports on schedule, and provide accurate records filed in a standardized and efficient manner.

Planning and Programs

- Coordinate the preparation of the annual update to the City's Buildout Capital Improvement Program, update existing facility impact fee programs, and assist developers with the formation of finance districts to fund major public improvements. Administer and coordinate engineering activities for beach erosion, lagoon dredging, growth management monitoring, special districts program, and facility mapping.

Design

- Design Citywide capital improvement projects including civic and municipal building and park improvements, street improvements, prepare master plans, and conduct special studies and investigations. For each project a variety of services are provided including planning, preparation of final plans and specifications, investigations, technical engineering assistance, mapping, facility location and administration and project management.

Traffic

- Review, investigate, analyze, and resolve a wide variety of traffic and transportation issues, concerns, complaints, and inquiries. Maintain records of collision reports, speed surveys, and traffic counts. Assist in maintaining optimum traffic signal operations and efficient traffic flow through traffic signal timing. Provide resource assistance to other City departments on a wide variety of traffic issues.

Construction Management and Inspection

- Perform construction management and inspection for capital improvement projects and private developments. Ensure construction of high-quality public improvements. Minimize inconvenience to the public while ensuring safe work sites.

KEY ACHIEVEMENTS FOR 2009-10:

Design Completed
- Calendar Year 2010 Slurry Seal Overlay and Pavement Overlay
- Calendar Year 2010 Concrete Replacement Project
- Poinsettia Park Parking Lot Expansion
- La Costa Avenue Subdrain Project
- College Boulevard Overlay Project
- Palomar Airport Road Right Turn Lane to Melrose Drive
- Palomar Airport Widening at Paseo Del Norte
- Beach Access Stair Replacement
- Carlsbad Blvd. Emergency Repair
- Dove Library Front Enhancement modifications
- Marbella Wall Beautification
- Park Drive Street Repair

Construction Completed
- Calendar Year 2009 Concrete Replacement
- Calendar Year 2009 Pavement Overlay
- Calendar Year 2009 Slurry Seal
- Ridgecrest Drive Storm Drain Rehabilitation
- Picnic Shelters for Stagecoach and Calavera Hills Community Parks
- Adams Avenue Intersection Improvements
- Dove Library Book Drop Relocation
- Monroe Street Pool Chemical System Renovation
- Grand Avenue Striping
- Leo Carrillo Barn Stabilization
- Mitigation Landscape Improvements Lake Calavera Remedial Improvements
- Leo Carrillo Event Area Expansion
- Annual Concrete Replacement
- Ambrosia Lane School Driveway Curb Returns
- Poinsettia Park Parking Lots
- Repair Palomar Airport Road Bridge
- Encinas Creek Bridge
- Carlsbad Boulevard Emergency Riprap Stabilization
- Rancho Santa Fe Road Offsite Environmental Mitigation
- Annual Slurry Seal Project
- Annual Pavement Overlay
- Palomar Airport Road Widening at Paseo Del Norte
- Dove Library Front Entry Improvements
- Marbella Wall Beautification

Traffic Signals Constructed at the Following Intersections
- Faraday Avenue at Rutherford Road
- Rancho Santa Fe Road and Avenida La Cima

Private Development Inspections Completed
- Bressi Ranch, Lot 15
- Bressi Ranch Medical Plaza
- Bressi Ranch Self-Storage Facility
- Calvary Chapel North Coast
- Carlsbad Oaks North El Fuerte Pump Station
- Carlsbad Oaks North Phase 2
- Carlsbad Raceway
- Carlsbad Raceway Melrose Drive Forum
- Carlsbad Raceway Melrose Drive Raceway
- Carlsbad Raceway So Melrose Widening

KEY ACHIEVEMENTS FOR 2009-10 (continued):

- Carlsbad Ranch PA 5
- Carlsbad Research Center
- Champion Residence
- La Costa Greens Neighborhood 1.10
- La Costa Greens Neighborhood 1.12
- La Costa Greens Neighborhood 1.16
- La Costa Resort & Spa Sewer/Water
- La Costa Resort Clubhouse Waterline
- Lynn Minor Subdivision
- Magnolia Subdivision
- Nayudu Residence
- North Point Tech Center, Lot 5
- Oaks East Business Center
- Opus Point, Lots 5-6 and 18-24
- Pacific Sunset Condominiums
- Palomar Forum Kit 4 Concourse One
- Palomar Forum Melrose Drive
- Rancho Carrillo Village A
- Robertson Ranch East
- Robertson Ranch East Traffic Signal
- Robertson Ranch Village PA 15
- Smith Residence
- Steward Residence
- Tamarack Beach Lofts
- Toyota Carlsbad

Other Projects
- Created and Refined the Infrastructure Asset Inventories.
- Creation of an Enterprise Geo-data Base for the Infrastructure Asset Inventory Component of the Geographic Information System.
- Completed Assessment Apportionments and Developer Reimbursements for Assessment District 02-01, Poinsettia Lane East.
- Completed Assessment Apportionments and Developer Reimbursements for Assessment District 03-01, College Boulevard and Cannon Road East.
- Completed Developer Reimbursements for Community Facilities District No.3 – Faraday, Melrose and Palomar Airport Road.
- City Council Adoption of the Fiscal Year 2009-10 Capital Improvement Program.
- City Council Adoption of the Carlsbad Local Street Improvement Program for the 2020 RTIP.

KEY GOALS FOR 2010-11:

Transportation/Circulation
- Continue to work toward the environmental processing, Design, and/or Construction of Major Road Projects Including: College Boulevard Reach A, Poinsettia Lane Reach E, and spot widening of El Camino Real.
- Update Traffic Signal Coordination Timing on El Camino Real, Palomar Airport Road and Rancho Santa Fe Road, Cannon Road, and Carlsbad Village Drive west of Interstate Highway 5.
- Complete the Carlsbad ADA Transition Plan.
- Acquire City Council approve changes to the Carlsbad Residential Traffic Management Program.

Design
- Continue to Work with Poseidon on the Desalination Pipeline for City Permits.
- Complete Design of El Camino Real Widening Between Tamarack and Chestnut.
- Prepare Plans for 2011 Pavement Management Concrete, Slurry and Overlay Projects.
- Continue Work on the Carlsbad Boulevard Realignment Project.

KEY GOALS FOR 2010-11 (continued):

- Design Bridge Concrete Barrier Improvement on Carlsbad Boulevard at Two Locations.
- Design Improvement at Palomar Airport Road and College Boulevard.

Planning and Programs

- Prepare Fiscal Year 2010-11 Capital Improvement Program.
- Implement the Enterprise Geo-Database.
- Continue Creation and Maintenance of the Infrastructure Asset Inventory.
- Support Development of Asset Management Activities within City Departments.
- Support Efforts to Secure Financing for various Transportation Improvement Projects.
- Provide Assessment Engineering Services for AD 2002-01.
- Provide Assessment Engineering Services for AD 2003-01.
- Provide Community Facilities District Services for CFD #3.
- Provide Finance District Services Related to the Construction of College Boulevard Reach A.

Construction Management and Inspection

- Plan and Implement Move to new Office Facilities.
- Provide Construction Management and Inspection Services for Transportation, Utilities, Fire, Police Library and Park and Recreation Projects.

SIGNIFICANT CHANGES:

- Administration and Construction Management & Inspection are new divisions within the Transportation Department created through the City's reorganization efforts.
- A total of 3.60 full-time positions have been eliminated as a result of the City's reorganization efforts.

PROGRAM: STORMWATER
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 0018120

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$142,985	$99,126	$123,565	$137,557
MAINTENANCE & OPERATIONS	198,852	305,591	195,214	213,994
CAPITAL OUTLAY	24,052	0	0	0
GRAND TOTAL	$365,889	$404,717	$318,779	$351,551
FULL TIME POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

The Stormwater Division ensures compliance with National Pollutant Discharge Elimination System (NPDES) Urban Storm Water Permit No. 2007-0001 NPDES Permit, the new Construction General Permit; review and approve Storm Water Pollution Prevention Plans (SWPPP's) for construction projects and special events (Carlsbad Marathon, Jazz in the Parks, Spring/Fall Village Fairs, Carlsbad 5000, etc); inspect and enforce NPDES Permit requirements for construction projects and special events; annually inspect and verify maintenance and effectiveness of all permanent private storm water pollution prevention facilities installed since 2001.

PROGRAM ACTIVITIES:

Construction Project Storm Water Compliance
Transportation Department staff review and approve Construction SWPPP's for all private construction projects (building, grading and improvement projects) to ensure the provision of effective storm water pollution control measures. Transportation Department staff also inspects and enforces storm water pollution prevention compliance during construction activities.

Special Event Storm Water Compliance
This program activity is required by the 2007 update to the NPDES Permit and additional requirements for special events were added to the Municipal Code in 2007. Promoters of special events in the City are required to prepare and submit for City approval special event SWPPPs describing measures to identify and prevent pollutants from entering the City's environmentally sensitive areas. Transportation Department staff review and approve the special event SWPPPs prior to each special event and ensure compliance during the special events. Post event inspection of the venue also takes place by Transportation Department staff.

Annual Storm Water Facility Inspection Program
This program activity is required by the 2007 update to the NPDES Permit. Transportation Department staff is required to annually inspect all permanent private storm water pollution control facilities installed since 2001. Additionally, Transportation Department staff are required to administer a program requiring the owners of all private storm water pollution control facilities to verify the maintenance and effectiveness of each facility located on their property.

Annual City Storm Water Reporting
Transportation Department staff is required to prepare reports describing City compliance with the Transportation Department Storm Water Program activities for inclusion in the annual Jurisdictional Urban Runoff Management Program ("JURMP") Report to be submitted to the SDRWQCB pursuant to NPDES Permit requirements.

KEY ACHIEVEMENTS FOR 2009-10:

- Completion of a new Spill Response Procedure for Construction Management and Inspection staff.
- Conducted on-site inspections of all private development/construction sites to ensure Storm Water Program compliance.
- Prioritization of active grading permits, special events and privately owned treatment control facilities
- Hosting of a national Pollutant Discharge Elimination System (NPDES) Workshop for contractors, developers, HOAs, property managers, and others responsible for storm water compliance for Treatment Control Best Management Practices (TCBMPs) and construction sites.
- Implementation of pre-event and post-event inspections for all high priority special events.
- Completion of all required and permanent private TCBMP inspections prior to the rainy season.
- Issuance of all required and permanent private pollution control facilities verification forms prior to the rainy season.
- Participation in three successful audits of Carlsbad construction sites with the Regional Water Quality Control Board.
- Completion of NPDES training workshops covering SUSMP and the new Construction General Permit.
- Improvements in inventory management for TCBMP's and active grading sites.
- Coordination with North County cities on implementation of TCBMP Programs throughout the watershed.
- Revised the NPDES inspection forms for construction and building sites, special events, and TCBMPs.
- Continued coordination with other departments on the creation and management of formal TCBMP database.
- Completion of all required NPDES training for Construction Management and Inspection staff.

KEY GOALS FOR 2010-11:

- Key staff to complete at least one Storm Water Certification Program.
- All inspections for privately owned TCBMPs will be conducted in-house.
- Continue process improvements for permanent private pollution control facility inspections, verifications and tracking.
- Develop assessment tools for NPDES activities.
- Continue to improve the permanent private pollution control facilities database.
- Update Construction and Special Event Stormwater Pollution Prevention Plan (SWPPP) review and inspection fees.

SIGNIFICANT CHANGES:

- Stormwater is a new division within the new Transportation Department created through the City's reorganization efforts.
- NPDES inspections for building sites not covered by an active grading permit will be transitioned to the Building Department staff.

PROGRAM: STREET MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION **ACCT NO. 0018210**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,819,123	$1,853,638	$1,919,264	$1,709,045
MAINTENANCE & OPERATIONS	1,334,960	1,268,062	1,228,142	1,151,464
CAPITAL OUTLAY	8,271	15,008	0	0
GRAND TOTAL	$3,162,354	$3,136,708	$3,147,406	$2,860,509
FULL TIME POSITIONS	**21.30**	**22.05**	**22.35**	**22.00**
HOURLY/FTE POSITIONS	**1.00**	**1.00**	**1.00**	**1.00**

WORK PROGRAM:

The Street Maintenance Division performs street and roadside maintenance to maximize the safety and circulation efficiency of the roadway system for vehicles and pedestrians.

PERFORMANCE MEASURES:

Roadway Cost:

- Benchmark
  Cost per lane-mile of roadway is benchmarked to not exceed $5,976 per street lane-mile.

  Results
  Cost per lane-mile of roadway equaled $5,888 in Calendar Year 2009.

Roadway Safety:

- Benchmark
  100% of roadway segments meet CalTrans collision rates.

  Results
  86% of Carlsbad's roadway segments meet CalTrans collision rates.

Roadway Circulation:

- Benchmark
  Travel times on Palomar Airport Road and on El Camino Real will not exceed baseline rates collected in June 2000.

  Results
  Travel time increased on both Palomar Airport Road and El Camino Real when measured in June 2009.

PROGRAM ACTIVITIES:

Contract Management
- Contract Management consists of contract design, inspection, and support.

Roadside Maintenance
- Roadside Maintenance activities consist of weed abatement, debris hauling, cement repair, sidewalk, handrail, and guardrail maintenance.

Drainage System Maintenance
- The cleaning of brow ditches, catch basins, drainage ways, and gutters.

PROGRAM ACTIVITIES (continued):

City Sign Maintenance
- Fabricate, install, and maintain all traffic, street name, and special signs throughout the City.

Asphalt
- Consists of crack sealing, surface patching, trench repair, base replacement, and pothole patching.

Painting
- Consists of graffiti removal, line striping, crosswalks and stop bars, pavement messages, and curb and bull nose painting. Also included are painting retaining walls, handrails, and guardrails.

KEY ACHIEVEMENTS FOR 2009-10:

- Replaced beach access stair treads between Carlsbad Boulevard and the lower seawall.
- Refurbished all handrails along Carlsbad Boulevard between Pine and Tamarack.
- Resurfaced southbound Carlsbad Boulevard bike lane between Poinsettia and Avenida Encinas.
- Replaced deteriorated utility boxes in Redevelopment Area.
- Replaced ballards on the Northwest and Southwest corners of Carlsbad Village Drive and Carlsbad Boulevard.
- Repaired tile and concrete in Redevelopment Area.
- Completed Citywide thermoplastic refreshing.

KEY GOALS FOR 2010-11:

- Replace street name signs to conform to new retro-reflectivity standards.
- Continue repair and replacement of concrete and tile in Redevelopment Area.
- Complete Citywide crack sealing project.
- Complete Citywide thermoplastic refreshing.
- Outsourcing of graffiti removal services.
- Complete Carlsbad Village Drive and Ocean Street beach access stair extension.

SIGNIFICANT CHANGES:

- Street Maintenance is a new division within the new Transportation Department created through the City's reorganization efforts.
- A total of 0.35 full-time positions have been eliminated as a result of the City's reorganization efforts.
- The Streets Department continues to implement and refine a work plan for major activities during FY 2010-11.
- The Streets Department will develop a program to address federal and state mandated retroreflectivity requirements for signs.

PROGRAM: TRAFFIC SIGNAL MAINTENANCE
FUND: GENERAL
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 0018220

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$84,187	$89,882	$89,524	$91,293
MAINTENANCE & OPERATIONS	715,437	543,134	699,478	714,125
CAPITAL OUTLAY	66,401	147,992	0	0
GRAND TOTAL	$866,025	$781,008	$789,002	$805,418
FULL TIME POSITIONS	**0.95**	**0.95**	**0.95**	**0.95**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Maintain the City's traffic signal system.

PROGRAM ACTIVITIES:

Customer Requests
- Respond to traffic signal repair requests.

Contract Administration
- Administer the City's Traffic Signal Maintenance Agreement.

USA Mark-outs
- Mark underground utilities in coordination of the Dig Alert system.

Inspection/Construction Coordination
- Coordinate and inspect the installation and modification of traffic signals.

KEY ACHIEVEMENTS FOR 2009-10:

- Implemented time based coordination system on Rancho Santa Fe Road.
- Bid and awarded a new Traffic Signal Maintenance Agreement.
- Replaced UPS batteries at sixty (60) intersections.
- Conversion of deteriorated illuminated street name signs to retro-reflective street name signs.

KEY GOALS FOR 2010-11:

- Relocate video cameras to mast arms to improve detection and minimize delays.
- Replace UPS batteries at fifteen (15) intersections.
- Replace deteriorating signal heads and framework with polycarbonate along Carlsbad Village Drive.
- Implement a Transportation Management Center (TMC) Pilot Project.
- Process revision of the Carlsbad Residential Traffic Management Program (CRTMP) to the City Council.
- Complete the Carlsbad American Disability Act Transition Plan.
- Update guidelines for preparing Traffic Impact Studies.

SIGNIFICANT CHANGES:

- Traffic Signal Maintenance is a new division within the new Transportation Department created through the City's reorganization efforts.

PROGRAM: STREET LIGHTING
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 1626357

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$140,486	$134,952	$155,992	$146,029
MAINTENANCE & OPERATIONS	819,974	872,409	823,262	715,219
CAPITAL OUTLAY	157,497	0	0	0
GRAND TOTAL	$1,117,957	$1,007,361	$979,254	$861,248
FULL TIME POSITIONS	**2.55**	**1.55**	**1.55**	**1.55**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Maintain the City's street lighting system to maximize the safety and circulation efficiency of the roadway system.

PROGRAM ACTIVITIES:

Customer Requests
- Respond to street light repair requests.

Circuits
- Troubleshoot or repair of underground circuits and associated equipment.

USA Markouts
- Mark underground utilities in coordination with the Dig Alert system.

Surveillance and Repair
- Perform night surveillance to identify and schedule needed repairs.

System Upgrades
- Installation of technological advances.

KEY ACHIEVEMENTS FOR 2009-10:

- Initiated the Program for inductive light retrofitting of traffic signal lights; remaining lights to be completed by contractor.

KEY GOALS FOR 2010-11

- Complete the retrofit of all street lights in the City right-of-way to induction lighting.

PERFORMANCE MEASURES:

Description	Benchmark	Result 2009
Repair Response within 10 days	90%	97%

SIGNIFICANT CHANGES:

- Street Lighting is a new division within the new Transportation Department created through the City's reorganization efforts.
- Completing the City-owned street lights retrofit to induction lighting will save energy and maintenance costs.

PROGRAM: LIGHTING & LANDSCAPING DISTRICT NO. 2
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: TRANSPORTATION

ACCT NO. 164XXXX

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$0	$0	$0	$0
MAINTENANCE & OPERATIONS	197,329	186,997	222,036	197,153
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$197,329	$186,997	$222,036	$197,153
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Lighting & Landscaping District No. 2 is for new developments in the City. It is to pay for the costs of streetlights, street trees and medians within those areas.

PROGRAM ACTIVITIES:

- Each development within District No. 2 will be considered a separate zone, with their own assessment based on the costs for that particular area of the City. The 11 zones in District No. 2 are Calavera Hills II, Kelly Ranch, the Oaks South, Thompson/Tabata, the Palomar Forum/Raceway, Bressi Ranch, the Greens, the Ridge, the Oaks North Industrial, Robertson Ranch (East Village), and the Oaks North Residential developments.

SIGNIFICANT CHANGES:

- Lighting and Landscaping District No. 2 is a new division within the new Transportation Department created through the City's reorganization efforts.

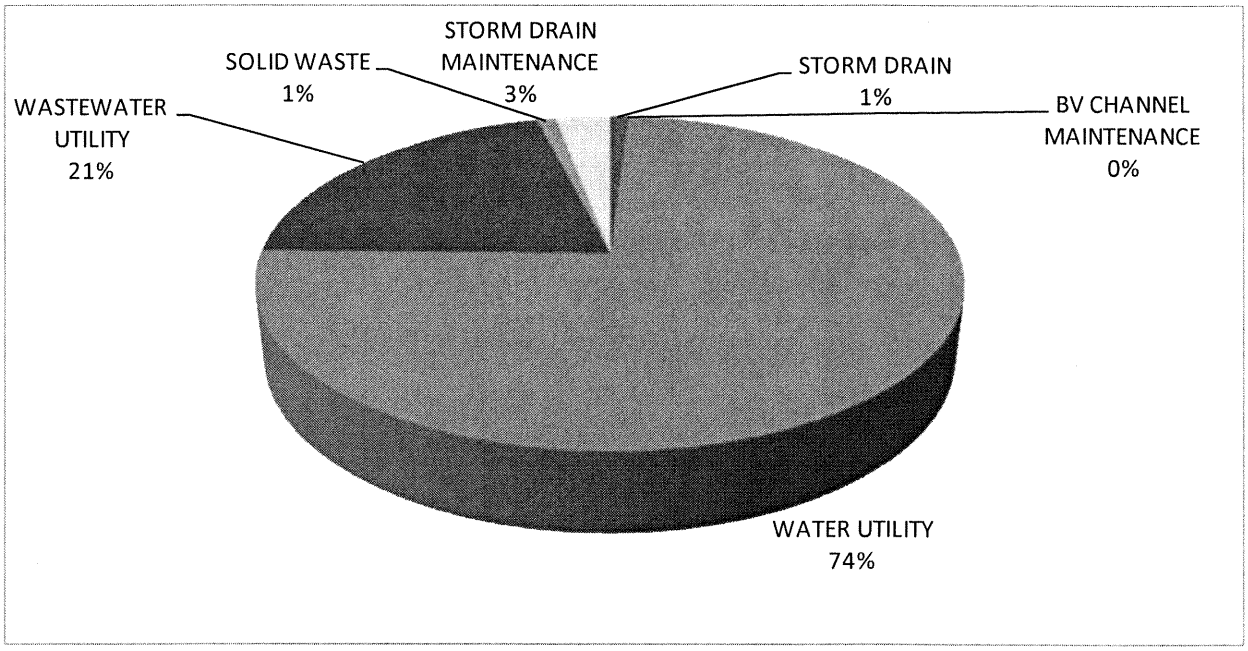
Utilities

Operating Budget & Capital Improvement Program
FY 2010-2011

PROGRAM: UTILITIES
FUND: VARIOUS
PROGRAM GROUP: UTILITIES

SUMMARY

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$5,119,148	$5,482,404	$6,055,831	$7,250,752
MAINTENANCE & OPERATIONS	37,141,247	39,553,474	47,489,024	43,364,863
CAPITAL OUTLAY	162,387	517,854	31,080	12,237
GRAND TOTAL	$42,422,782	$45,553,732	$53,575,935	$50,627,852
FULL TIME POSITIONS	**69.75**	**69.75**	**71.95**	**69.55**
HOURLY/FTE POSITIONS	**0.20**	**0.20**	**0.20**	**0.20**



PROGRAM: STORM DRAIN ENGINEERING
FUND: GENERAL FUND
PROGRAM GROUP: UTILITIES

ACCT NO. 0016310

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$221,141	$219,553	$243,662	$248,938
MAINTENANCE & OPERATIONS	101,522	64,152	52,039	13,170
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$322,663	$283,705	$295,701	$262,108
FULL TIME POSITIONS	**0.75**	**0.75**	**1.85**	**1.90**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

Storm Drain Engineering develops and updates the City's drainage master plan, evaluates the condition of existing storm drain channels, pipelines, and structures, prepares background information (including citizen complaints) for all storm drain projects placed in the City's capital improvement program, designs, prepares plans and specifications, and monitors and reviews construction of storm drain improvement projects, maintains Engineering Standard Specifications and Drawings used for land development and City storm drain projects, works collaboratively with operation and maintenance staff in evaluating deficiencies in the City's storm drain system (capacity and condition), and coordinates concurrent activities with various City departments for construction and repair of storm drains and water quality improvements including implementation of treatment technologies and facilities.

PROGRAM ACTIVITIES:

- Evaluate existing severely deteriorated pipelines and prepare plans and specifications for their replacement on an annual basis as part of the Northwest Quadrant Storm Drain Replacement Program.
- Prepare and monitor annual maintenance contracts for Buena Vista Channel west of El Camino Real.
- Prepare and monitor the Corrugated Metal Pipe replacement program.
- Replace deteriorated storm drains identified at various locations throughout the City.
- Coordinate the maintenance of detention and desiltation basins (public and private).
- Monitor, repair and/or replace lined and unlined storm water channels.

KEY ACHIEVEMENTS FOR FY 2009-10

- Repaired/replaced numerous storm drains throughout City to prevent flooding.
- Identified mitigation site for Agua Hedionda Channel improvements.

KEY GOALS FOR 2010-2011:

- Develop project alternatives and funding for Kelly Drive Channel Replacement.
- Initiate studies for the Regional General Maintenance Permit.
- Secure all Resource Agency permits for Agua Hedionda Channel and initiate improvements.
- Continue Northwest Quadrant storm drain replacement program.

SIGNIFICANT CHANGES:

- Storm Drain Engineering is a new division within the new Utilities Department created through the City's reorganization efforts.
- A total of 0.05 full-time positions have been reallocated from other divisions within the Utilities Department to better reflect each division's workload.

PROGRAM: BUENA VISTA CHANNEL MAINTENANCE
FUND: MAINTENANCE ASSESSMENT
PROGRAM GROUP: UTILITIES

ACCT NO. 1636312

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$3,268	$3,444	$10,500	$7,500
MAINTENANCE & OPERATIONS	52,890	35,860	63,700	96,040
CAPITAL OUTLAY	0	0	0	0
GRAND TOTAL	$56,158	$39,304	$74,200	$103,540
FULL TIME POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

The Buena Vista Channel Maintenance Assessment District was created to ensure that adequate monies would be collected to administer and maintain the Buena Vista Creek from Jefferson to Haymar Bridge. Property owners are assessed annually and the revenues are placed in a fund to cover annual maintenance and the costs of major dredging of the creek.

PROGRAM ACTIVITIES:

- Administration of the Buena Vista Channel Maintenance District, monitoring revenues and calculating fees.
- Monitoring and periodic clearing of the overgrowth and silt within the channel, maintaining a healthy channel.
- Remove exotic growth and replant native vegetation as necessary.
- Clear one-fifth of the north side of the channel every year.

KEY ACHIEVEMENTS FOR 2009-10:

- Fiscal Year 2009-2010 was the first year of the second five-year maintenance cycle associated with the Buena Vista Channel Clean-up and Dredging Project. Per the renegotiated Streambed Alteration Agreement, one-fifth of the channel length outside the coastal zone was cleared and exotic vegetation was removed from the entire channel.

KEY GOALS FOR 2010-11:

- Clear one-fifth of the channel length outside the coastal zone under the renegotiated Streambed Alteration Agreement.

SIGNIFICANT CHANGES:

- Buena Vista Channel Maintenance is a new division within the new Utilities Department created through the City's reorganization efforts.

PROGRAM: WATER OPERATIONS
FUND: WATER ENTERPRISE
PROGRAM GROUP: MAINTENANCE & OPERATIONS **ACCT NO. 5016310/5026310**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$3,333,183	$3,267,294	$3,425,726	$4,218,959
MAINTENANCE & OPERATIONS	27,413,752	28,954,069	37,769,762	33,595,782
CAPITAL OUTLAY	89,380	25,659	12,235	12,237
GRAND TOTAL	$30,836,315	$32,247,022	$41,207,723	$37,826,978
FULL TIME POSITIONS	**40.25**	**39.90**	**39.90**	**39.60**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM GROUP DESCRIPTION:

The Carlsbad Municipal Water District, a subsidiary district of the City of Carlsbad, provides potable water service to approximately 85% of the City (86,140 customers). The District purchases 100% of its potable water as treated water from the San Diego County Water Authority. The District also supplies customers with recycled water from the District's Phase II Recycled Water Plant, and from recycled water purchased from the Leucadia Wastewater District and Vallecitos Water District.

PROGRAM ACTIVITIES:

Water Operations
- Provide operation and maintenance of the potable and recycled water reservoirs, pumping, regulating, and disinfection activities; collect water quality samples to ensure compliance with state and federal regulations.

Water Construction/Maintenance
- Schedule and perform water system maintenance to ensure a safe and efficient water distribution system.

Meter Services
- Collect water customer usage data for utility billing to ensure financial viability of the District through timely and accurate revenue collections; provide customer service for water utility customers; and install, replace and maintain water meters.

Cross-Connection Control
- Implement and enforce cross-connection control of potable and recycled water systems to ensure a safe supply of potable water and compliance with state and federal regulations.

PERFORMANCE/WORKLOAD MEASURES:

Water Cost
- Annual water loss not to exceed 6% as set by the California Department of Water Resources. Distribution system losses commonly range between 6% and 15%. The American Water Works Association recommends that the loss after treatment be maintained at 10% or less.

Fiscal Year	Water Loss	Cost per Acre-Foot
2003-04	6%	$784
2004-05	5%	$828
2005-06	6%	$901
2006-07	3%	$972
2007-08	5%	$1,047
2008-09	6%	$1,139

PERFORMANCE/WORKLOAD MEASURES (continued)

Potable Water Quality

- Ninety-eight percent (98%) of bacteria samples free of coliform bacteria as adopted by the City's Performance Measurement Team. The state requirement is that less than 5% of all samples collected during any month are total coliform-positive.

Fiscal Year	No. Samples Collected	Percent Bacteria-Free
2003-04	1,752	99.9%
2004-05	1,724	99.8%
2005-06	1,719	99.9%
2006-07	1,716	100.0%
2007-08	1,601	99.8%
2008-09	1,590	100.0%

Water Service Delivery

- The ratio of total leaks and breaks compared to the total water pipe in the system. This measure is calculated by dividing the total number of leaks and breaks during the reporting period by the total miles of pipe in the water distribution system and multiplying the result by 100. The benchmark is to not exceed the national average rate of 32.7 as reported by the American Water Works Association.

Fiscal Year	Leaks	Breaks	Miles of Distribution Pipe	System Integrity Rate per 100 miles
2008-09 Potable Water	89	44	450	29.1
Recycled Water	5	1	77	7.8

SIGNIFICANT CHANGES:

- Creation of the Utilities Department under the City realignment.
- In addition to increased water costs, increases are expected in electricity costs associated with water pumping, pipeline repairs, hydrants, parts and supplies, and costs related to management of the hardware and software to keep the SCADA system running at an optimal level.

KEY ACHIEVEMENTS FOR FY 2009-10:

- Replaced 1,240 water meters with automated meter reading (AMR) and leak detection capabilities and completed over 336,000 water meter reads.
- Participated in the planning of the desalination delivery regime.
- Obtained two grants from the San Diego County Water Authority to produce Public Service Announcement videos related to water conservation.
- Implemented technology which reduced the workload associated with manual delivery of door hangers. Resources were then deployed to other customer service needs.
- In 2009, performed preventive maintenance on 4,077 water valves and 1,394 fire hydrants, ensuring reliable asset performance of the water system.
- In partnership with Fleet Maintenance, the department downsized two replacement vehicles and eliminated one large piece of equipment.
- Initiated a regional North County recycled water delivery plan in conjunction with ten other water agencies.
- Converted 48 customer sites, totaling 80 meters from potable water to recycled water.
- Compliance with AB 1953 (low lead requirements for brass fittings).
- Reduced electricity expenses by converting pumping accounts to different rate structure.
- Improved various pump station efficiencies via operation, programming, equipment, etc.
- Adopted Water Efficient Landscape Ordinance
- Completed study for Maerkle hydroelectric power generation facility and applied for Grant from the U.S. Bureau of Reclamation.

KEY GOALS FOR FY 2010-11:

- Continue implementing a phased proactive maintenance work program for the water facility assets.
- Continue to meet the potable water needs of all customers while managing the impacts from the drought.
- Completion of the Water and Recycled Water Master Plans.
- Update the Urban Water Management Plan.
- Finalize the negotiations related to two recycled water purchase agreements, ensuring stable recycled water commodity rates for the next two to five years.
- Continue working with regulators on regional compliance and oversight issues for recycled water program.
- Continue to implement appropriate pump station efficiencies.
- Continue to connect Phase II customer to recycled water system.
- Identify customer base for expansion of recycled water system.
- Develop rate structure to fund operations and infrastructure replacement as well as re-establish reserve levels in accordance with Board policies.
- Begin construction of Desalinated Water Plant.
- Construct Maerkle hydroelectric power generation facility.
- Implement next two phases of Automated Meter Reading Program.

SIGNIFICANT CHANGES:

- A total of 0.30 full-time positions have been reallocated to other divisions within the Utilities Department to better reflect each division's workload.

PROGRAM: WASTEWATER OPERATIONS
FUND: WASTEWATER ENTERPRISE
PROGRAM GROUP: MAINTENANCE & OPERATIONS **ACCT NO. 5116310**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$1,243,618	$1,532,465	$1,868,567	$2,190,929
MAINTENANCE & OPERATIONS	8,565,236	9,483,484	8,297,074	8,336,894
CAPITAL OUTLAY	56,417	478,121	18,845	0
GRAND TOTAL	$9,865,271	$11,494,070	$10,184,486	$10,527,823
FULL TIME POSITIONS	**24.05**	**24.15**	**24.00**	**22.10**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

PROGRAM GROUP DESCRIPTION:

The Wastewater Division operates and maintains the sanitary sewer system which covers approximately 65% of the geographic area of the City (65,870 customers). Sewage is treated by the Encina Wastewater Treatment Plant, a facility jointly owned by the cities of Carlsbad and Vista, the Leucadia County Water District, the Vallecitos Water District, the Buena Vista Sanitation District, and the Encinitas Sanitary District.

PROGRAM ACTIVITIES:

Sanitation Operations

- Provide operation, maintenance and inspection of the 15 sanitary sewer system lift stations and wet wells to ensure compliance with state and federal regulations.

Sanitation Collections

- Provide cleaning and inspection of approximately 283 miles of sanitary sewer system conveyance main lines and associated access holes to ensure proper system performance and compliance with state and federal regulations.

PERFORMANCE MEASURES:

Sewer Cost Efficiency

Fiscal Year	Expenses	Annual Flow (MG)	$/MG
2003-04	$3,946,119	2,789	$1,415
2004-05	$3,992,462	2,688	$1,485
2005-06	$3,766,058	2,416	$1,559
2006-07	$5,346,096	2,486	$2,150
2007-08	$6,354,547	2,906	$2,187
2008-09	$6,948,887	2,823	$2,461

PERFORMANCE MEASURES (continued):

Sewer System Service Delivery

- The ratio of sewer overflows compared to the total sewer pipe in the system. This measure is calculated by dividing the total number of sewer overflows during the reporting period by the total miles of pipe in the sewage collection system and multiplying the result by 100. This indicator is a measure of the collection system piping condition and the effectiveness of routine maintenance.

Fiscal Year	No. of Overflows	Total Miles of Sewer Pipes	Rate per 100 Miles
2003-04	6	235	2.55
2004-05	11	254	4.33
2005-06	7	260	2.69
2006-07	13	265	4.90
2007-08	7	284	2.46
2008-09	4	284	1.40

KEY ACHIEVEMENTS FOR 2009-10:

- Completed a number of lift station improvements to minimize the need for emergency responses.
- SCADA alarms energized to provide operations staff with better alarming capabilities.
- Wastewater SCADA Master Plan was developed by consultant.
- New technology deployed---Anue Technolgies, sprinkler inside wetwell at Simbury lift station. This sprinkler breaks up the floating solids so that the frequency of wetwell cleaning can be reduced.
- Replacement of the gravity sewer main on Tamarack Avenue after vandalism caused an overflow.
- Five sewer overflows averted by Smartcover notification.
- Completed construction and testing of the El Fuerte Lift Station.

KEY GOALS FOR 2010-11:

- Implement the following elements of the Waste Discharge Requirement Order: Public Education and Outreach, compliance with the Food, Oil and Grease (FOG) ordinance by the Food Service Facilities, continuing with CIP for improvements and upgrades to the wastewater infrastructure.
- Implement the Sewer Line Cleaning Optimization Plan which includes deploying two vactor trucks and one trailer jetter unit to clean all sewer mains 12-inch and smaller annually.
- Completion of the Wastewater Master Plan.
- Revise operations work plans.
- Develop Wastewater overflow prevention system master plan.

SIGNIFICANT CHANGES:

- A total of 1.90 full-time positions have been reallocated to other divisions within the Utilities Department to better reflect each division's workload.

PROGRAM: SOLID WASTE MANAGEMENT
FUND: SOLID WASTE ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL PROGRAMS **ACCT NO. 5206375**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$66,887	$61,013	$79,934	$105,006
MAINTENANCE & OPERATIONS	456,511	400,123	450,608	424,551
CAPITAL OUTLAY	0	12,400	0	0
GRAND TOTAL	$523,398	$473,536	$530,542	$529,557
FULL TIME POSITIONS	**0.60**	**0.60**	**0.80**	**0.90**
HOURLY/FTE POSITIONS	**0.20**	**0.20**	**0.20**	**0.20**

WORK PROGRAM:

The Solid Waste Division of the Public Works Department promotes cost-effective solid waste management programs through recycling, source reduction, composting, solid waste transfer, and other non-traditional programs.

PERFORMANCE MEASURES:

Customer Satisfaction
- Eighty-nine percent (89%) rate trash collection as "Good" or "Excellent" based on FY 09 results.
- Eighty percent (80%) rate recycling collection service as "Good" or "Excellent" based on FY 09 results.

Cost Efficiency
- Commercial rates (adjusted for City fees) are the lowest when compared to our benchmark partners. Residential rates (adjusted for City fees) are the lowest when compared to our benchmark partners. The benchmark is to be the lowest one-third in San Diego County; Carlsbad has continued to attain that position.

Diversion
- 2008 Diversion rate as reported to the California Integrated Waste Management Board (CIWMB): sixty-one percent (61%).
- 2008 SB 1016 Disposal rate (pounds per person per day) as reported to the CIWMB: 6.5; well below maximum target of 8.4.

PROGRAM ACTIVITIES:

Solid Waste
- Administer and monitor the solid waste contract.
- Review tonnage and revenue reports from authorized collector for accuracy.
- Coordinate solid waste activities with the Countywide Technical Advisory Committee.
- Provide outreach and education to the public about the solid waste programs.
- Ensure proper collection and disposal of solid waste generated in the City.
- Continue to look at improved solid waste services while remaining in the lowest one-third rate category for San Diego County cities.
- Prepare, and submit required annual disposal rate reports to the CIWMB according to the new SB 1016 requirements.

SIGNIFICANT CHANGES:

- A total of 0.10 full-time positions have been reallocated from other divisions within the Utilities Department to better reflect each division's workload.

PROGRAM ACTIVITIES continued:

Recycling/Diversion

- Prepare and administer recycling contract.
- Prepare state and county grant applications.
- Manage drop off, door-to-door and annual one day event programs including residential education of the programs.
- Attend regional recycling meetings and coordinate City efforts with other agencies.
- Coordinate and monitor all recycling programs.

KEY ACHIEVEMENTS FOR 2009-10:

- Development of solid waste objectives and principles.
- The City met the Disposal Rate target.
- Held fourth annual special collection event for Household Hazardous Waste with over 580 participants.
- Completed rate increase analysis in response to Waste Management's request for a rate increase. Prepared options for City Council consideration.
- Beginning in 2009, the City began requiring special events to provide one-to-one coverage of recycle bins to trash receptacles to increase the amount of recycling at special events.

KEY GOALS FOR 2010-11:

- Development of comprehensive long-term strategic plan for collection and disposal programs with Council direction.
- Improve disposal and recycling rates.
- Improve household hazardous waste participation.
- Improve education and outreach to single family and multi-family residents.

SIGNIFICANT CHANGES:

- Positions have been reallocated to this program to better reflect each program's workload.

PROGRAM: STORM DRAIN MAINTENANCE
FUND: SOLID WASTE ENTERPRISE
PROGRAM GROUP: ENVIRONMENTAL PROGRAMS **ACCT NO. 5216310**

	2007-08 ACTUAL	2008-09 ACTUAL	2009-10 BUDGET	2010-11 BUDGET
PERSONNEL	$251,051	$398,635	$427,442	$479,420
MAINTENANCE & OPERATIONS	551,336	615,786	855,841	898,426
CAPITAL OUTLAY	16,590	1,674	0	0
GRAND TOTAL	$818,977	$1,016,095	$1,283,283	$1,377,846
FULL TIME POSITIONS	**5.10**	**5.35**	**5.40**	**5.05**
HOURLY/FTE POSITIONS	**0.00**	**0.00**	**0.00**	**0.00**

WORK PROGRAM:

The Storm Drain Maintenance Division ensures that the City's storm drain system is inspected, cleaned and maintained. This division also responds when there is a threat to the storm drain system, or the surrounding lagoons and ocean outfalls, such as a fuel spill or illicit connection to the storm drain.

PROGRAM ACTIVITIES:

In accordance with the National Pollutant Discharge Elimination System Urban Storm Water Permit, the Storm Drain Maintenance division is responsible for the inspection and removal of waste from the City's storm drain system in all high priority and poor condition sites each year, with record keeping of inspections and amount of materials removed. In addition, the Storm Drain Maintenance Program manages a street sweeping contract to reduce material accumulation in the Municipal Separate Storm Sewer System (MS4), contracts with outside vendors to remove solid waste and bulky items citywide, and to clean the MS4 on a regular basis and during incidents.

KEY ACHIEVEMENTS FOR 2009-10:

- In 2009, the division utilized a matrix of in-house services and outside contracts to remove over 25 tons of sediment, silt and debris from under sidewalk drains, outfalls and trapezoid channels.
- Due to the renovations implemented at the municipal yard, received an excellent rating from D-max during the annual inspection of the municipal yard. This is an annual inspection that is required by the San Diego Regional Water Quality Control Board.
- Established a new process to continuously and accurately update the GIS mapping system.
- Implemented the program for cleaning the under sidewalk drains that was developed last year to be compliant with the new permit.

KEY GOALS FOR 2010-11

- Work with GIS to continuously update the storm drain inventory.
- Establish new procedures for under sidewalk drain inspection and cleaning.
- Establish a new procedure for out-fall cleaning and inspection.
- Continue to improve the storm water runoff quality at the municipal yard.

SIGNIFICANT CHANGES:

- A total of 0.35 full-time positions have been reallocated to other divisions within the Utilities Department to better reflect each division's workload.

Capital Improvement Program

Operating Budget & Capital Improvement Program
FY 2010-2011

OVERVIEW

The City of Carlsbad Capital Improvement Program (CIP) is a planning document that outlines the expenditure plan for future capital projects and the corresponding revenues to pay for those expenditures. The CIP is a financial planning document, not a commitment for spending. All construction costs are estimates and are reviewed and further refined each year. Spending authorization is given only at the time the City Council formally adopts the proposed budget, and, at that time, funds are only appropriated for the following fiscal year. Information is shown in subsequent years to provide the most comprehensive snapshot of all the known future facilities the City of Carlsbad plans to construct.

The Fiscal Year (FY) 2010-11 Capital Improvement Program outlines approximately $58.0 million in new appropriations to provide additional funding for the continuation of existing projects as well as funding for new projects. Projected revenues during the same fiscal year are estimated at $60.1 million. Revenues are collected as building permits are issued; as the need for facilities arises, the money is used to fund the new facilities. As the City continues to grow and develop, there is a corresponding increase in the demand for development-related services and new facilities. To ensure that the necessary infrastructure and facilities are built on a schedule that meets or exceeds this demand, the citizens of Carlsbad adopted a Growth Management Plan in 1986. The Growth Management Plan states that unless a standard level of facilities is available to meet new demands resulting from the City's growth, development cannot proceed. This Plan is the foundation for making decisions about the timing and prioritization of the capital projects under consideration. A discussion of the City's Growth Management Plan is located at the end of this report.

The remainder of the report explains the process and the results of the City's plans for its capital facilities. In previous years the City experienced a significant increase in the cost of construction materials, pushing up the cost of projects. With the economic recession, the increases in the cost of construction materials have moderated, this is expected to continue over the next couple of years.

Proposition C was approved by the voters of Carlsbad in November 2002. It allowed the City to expend over $1 million (per project) of general funds to help finance the following projects:

- City/Safety Training Center
- A portion of Cannon Road – East of College (Reach 4)
- Trails and Open Space
- A Swimming Pool Complex

After the voters approved the ballot initiative, the City set aside $35 million for Proposition C projects. Currently, $16.2 million has been appropriated for Alga Norte Park, $13.7 million has been appropriated for the Joint First Responders Training Facility, and $100,000 is allocated for design of a City Administrative Training Facility. A balance of approximately $5.0 million has been allocated to help fund the remaining Proposition C projects.

It is still anticipated that the City will meet its growth management standards. This reflects the Council's continued commitment to construct the facilities as needed to serve the current and anticipated development occurring throughout the City.

PROJECT EVALUATION

What is the definition of a CIP project? Projects that are shown in the CIP are generally defined as any construction (or reconstruction/replacement) of major infrastructure such as streets, libraries, parks, fire stations and administrative facilities, water, sewer and drainage facilities, and other facilities that are located on or in the ground. In most cases, the total construction cost of each of these assets is recorded and tracked as part of the City's inventory of capital infrastructure assets and other City-owned property.

The CIP and the Operating Budget are integral parts of the total City financing plan. Staff began the process by evaluating the construction schedules for City facilities in conjunction with the workload of the staff needed to complete the projects. Staff also met with the City Council to identify their priorities. In the FY 2010-11 CIP, there are approximately 250 continuing and new projects planned through build out. All projects were analyzed using the criteria shown in the table. Project timing was reviewed, and an evaluation of the availability of capital construction funds as well as operating funds was then factored into the evaluation process.

Project Ranking Criteria
1. Is the project required to ensure the health and safety of the citizens, as the result of a legal mandate, or to maintain compliance with the City's Growth Management Plan? Are operating funds available to operate the facility?
2. Is the project needed soon for growth management compliance?
3. Is the project needed now for other City standards (example: ball field standards)?
4. Does the project complete or provide part of the basic infrastructure (example: a linking road segment)?
5. Are there other reasons to construct the project (example: Council priority, timing or funding opportunity, public demand)?

CAPITAL PROJECTS

The following two sections provide information about the major capital projects. The first section focuses on projects planned in the next five years, and the second section contains an overview of the entire expenditure plan through the build out of the City. All construction costs are estimates and only projects scheduled for FY 2010-11 are appropriated. The information shown in the future years reflect the most comprehensive snapshot of the known future facilities and their associated cost at this point in time.

THE NEXT FIVE YEARS...

PARK PROJECTS

The City has planned a number of park projects over the next five years which will enhance the recreational opportunities for Carlsbad's residents and allow the City to meet the standards for park acreage as set forth in the growth management plan. Some of the more significant projects are listed below.

- Alga Norte Park and Aquatic Center – This park site consists of 32 acres in the Southeast Quadrant with planned amenities that include ball fields, soccer fields, picnic areas, tot lots, a skate park, a dog park, restrooms, parking facilities, and an aquatic center. The aquatic center is planned to include a 55-meter competition pool, a 12-lane instructional pool and a therapy pool as well as a water play area for toddlers. A swimming pool complex was one of the projects approved by the voters through Proposition C in 2002. The rough grading for the park site is scheduled to be completed during the summer of 2010 to facilitate construction of the park at a later date. The total cost of the park and aquatic center is currently budgeted at $50.4 million.

- Leo Carrillo Barn – Phase III of this historic park facility includes the transformation of the existing barn into a community theater. The total is $500,000. The project is expected to be complete in the Spring of 2011. In addition, Phase III includes the renovation of additional buildings, construction of additional restrooms and an arboretum area. The total cost of the remainder of Phase III is approximately $1.9 million and design is expected to begin in FY 2013-14.

- Poinsettia Park Community Center – Phase II of this 42-acre park includes amenities such as a community facility, gymnasium, enclosed soccer field, tot lot, picnic areas, tennis complex, clubhouse, stadium court and additional parking. The cost is expected to be approximately $14.6 million. The timing of the design is scheduled to begin in FY 2013-14.

CIVIC FACILITIES

Civic facilities include a variety of facilities from which the City can offer its services to the public. Many of these are still in the preliminary design stage and will be further defined over the next several years.

- Fire Station No. 3 Relocation – Fire Station No. 3 is currently located at the corner of Chestnut and Catalina. As the city grows eastward, relocation of this station is needed to help ensure the five-minute response time. The site for the new station is in Robertson Ranch. Total cost is projected at $9.2 million.

- Joint First Responders Training Facility – The contract for Carlsbad's Joint First Responders Training Facility has been awarded. Construction is scheduled to begin June 2010. The facility will be constructed on a site at the Carlsbad Safety Center adjacent to Fire Station No. 5, with a total project budget of $24.5 million. Plans for this facility include a 25-yard and 100-yard shooting range, a 4-story fire training tower, and a 2-story residential training facility.

- Public Works Center – The City has planned the construction of a Public Works Center to bring together many of the maintenance functions to a single facility for a number of years. In 2010, the City Council took action to purchase 3.08 gross acres of land with an existing 5,400 square foot industrial building on site. This property is adjacent to an existing City facility, a 5.8 gross acre site located on Las Palmas Drive. In the coming year, staff will develop updated estimates and plans to locate offices, shops, a yard, warehouse and parking to accommodate the City's maintenance personnel. The cost of the project is approximately $28.1 million.

STREET PROJECTS

Traffic congestion continues to be one of the top concerns among citizens. To help improve the flow of traffic throughout Carlsbad and to keep the City's streets in top condition, there are a number of street projects expected to be completed in the next five years. Some of the larger street projects include:

- The Carlsbad Boulevard Realignment – This project has been identified as one of the City Council's top priorities for the coming year. The FY 2010-11 CIP includes an appropriation of $3.0 million for preliminary engineering and environmental studies to analyze roadway realignment alternatives, infrastructure needs, land uses, commercial land development options, public park and coastal access opportunities, and related long-term coastal planning issues and constraints.

- Traffic Management Center and ATMS – In keeping with City Council's goal of improving traffic flow throughout the City, a project to develop an Automated Traffic Management System (ATMS) and a Traffic Management Center has been added to the CIP program. A pilot study is currently being conducted to test the effectiveness of the proposed system. Once the study is complete, the system will be expanded to incorporate key locations throughout the City. A total of $912,000 has been included in the CIP with a $203,000 appropriation in FY 2010-11.

- El Camino Real Widening – There are a number of projects that are scheduled over the next five years that will focus on the widening of El Camino Real to prime arterial roadway standards. The projects include widening from Cassia Road to Camino Vida Roble, Arenal Road to La Costa Avenue, Lisa Street to Crestview Drive and Tamarack to Chestnut. The total estimated costs for these projects are $20.1 million.

- Pavement Management – Carlsbad's local streets are maintained on a regular cycle to ensure a good riding surface and to extend the life of the street. Part of the maintenance program is the sealing and overlay of the existing street surface. In addition, any problem areas are addressed as they are identified. The FY 2010-11 CIP has $2.7 million budgeted for this program.

- Poinsettia Lane Reach E – This project includes completion of the final link along Poinsettia Lane between Cassia Road east to Skimmer Court. The total cost is approximately $13.5 million and the CIP program funding for design is scheduled for FY 2013-14.

WATER/ WASTEWATER PROJECTS

The City's water and wastewater projects are a vital component to the continued health and welfare of its citizens. Most new lines are built and paid for by developers. As the City ages, it will become necessary to repair and replace the lines that already exist, and an increase in these projects is anticipated in future years.

- Vista/Carlsbad Interceptor & Agua Hedionda Lift Station Replacement – This project consists of a set of individual projects that will ultimately construct a parallel sewer interceptor system to accommodate existing and future sewer flows from the cities of Vista and Carlsbad. The individual projects include a main in Jefferson Street, replacement of the Agua Hedionda Lift Station, and a main from the lift station to the Encina Wastewater Facility. The overall total cost estimate for this set of projects totals $48.8 million, of which $15.3 million is to be funded by the City of Carlsbad, with the remainder of $33.5 million to be funded by the City of Vista.

- Wastewater – Other major wastewater facilities scheduled for construction or replacement within the next five years include:
  - Buena Interceptor Sewer Improvements
  - Home Plant Lift Station Replacement and Forcemain
  - Buena Vista Lift Station Improvements

- Water/Recycled Water Lines – Major water/recycled water facilities scheduled for construction or replacement within the next five years include:
  - Carlsbad Boulevard – South of Avenida Encinas
  - Maerkle Transmission Main
  - Tri-Agencies Water Transmission Pipeline Replacement
  - Reservoir Repair/Maintenance Program
  - Palomar Business Park Recycled Water Pipelines
  - 12-inch Recycled Water Transmission Main – Carlsbad Water Recycling Facility to Chinquapin

- Maerkle Reservoir Storage – Construction of a buried 16 million gallon water storage reservoir next to the existing reservoir is planned in order to provide additional emergency storage and meet the 10-day storage criteria based on ultimate demands. The total cost is estimated at $14.8 million.

- Hydroelectric Pressure Reducing Station at Maerkle Reservoir – This will build a hydroelectric pressure reducing station at the Maerkle Reservoir. This electricity generating project will provide a renewable energy source for the City. The cost estimate for this project is $2.0 million.

DRAINAGE

The City's drainage infrastructure plays an important role in handling storm water runoff flows, as well as maintaining the water quality of the City's creeks, lagoons and ocean. Carlsbad supports programs that will ensure that all water bodies within the City are safe and clean, and where possible, open to the public at all times. The system consists of drainage pipes 30-inches or larger in diameter, large concrete and rock lined channels, permanent sedimentation basins and miscellaneous large facilities. As the City continues to age, it will become necessary to repair and replace the lines that already exist. An increase in these projects is anticipated in future years

- Agua Hedionda Channel – The project includes dredging approximately 30,000 cubic yards of accumulated sediment from the Agua Hedionda and Calavera Creek Channels adjacent to the Rancho Carlsbad Community. Current cost estimates have been updated to include the need to acquire and restore 5.6 acres of wetland mitigation. The total estimated cost of the project is $5.2 million.

CAPITAL PROJECTS THROUGH BUILDOUT

The CIP for FY 2010-11 to build out outlines approximately 130 new or continuing projects and 120 future projects for a total of 250 projects at a cost of approximately $439.9 million as shown below:

CIP Projects - All Future Project Costs

Project Type	Percent	Total Cost
Streets/Circulation	30%	130,548,959
Civic Projects	18%	78,658,322
Wastewater	18%	81,177,379
Parks	15%	64,756,866
Water	11%	48,499,873
Drainage	4%	18,727,591
Other (loans)	4%	17,500,000
Total Future	100%	439,868,990

Park and recreational facility construction and acquisition projects total approximately $64.8 million. Park projects planned within all quadrants of the City are listed on the following page in addition to when the design and/or construction are expected to begin. More detail follows on specific projects not discussed earlier in this report.

PARK PROJECTS BY QUADRANT

Northwest Quadrant
Pine Ave. Park-Restroom/Storage Building: 2010-11
Pine Avenue Park Community Building: 2021-25

Southwest Quadrant
Poinsettia Park Community Building: 2013-14
Aviara Community Building: 2021-25

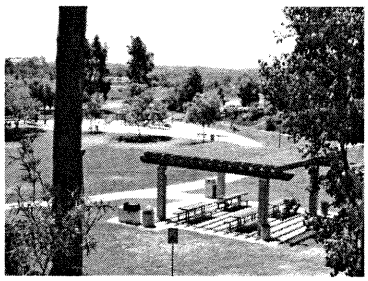
Citywide Park and Recreational Project
Veteran's Memorial Park: 2021-25
Business Park Recreational Facility: 2021-25

Northwest Quadrant
Robertson Ranch Park Site Development: 2021-25

Southeast Quadrant
Alga Norte Park: TBD
Alga Note Aquatic Center: TBD
Leo Carrillo Park Phase III: 2013-14

- Aviara Community Facility – Located in the southwest quadrant of the City, this project includes the construction of an 18,000 square foot community facility that would include meeting and activity rooms, as well as park offices.

- Veterans Memorial Park – This project is located south and east of Aqua Hedionda Lagoon adjacent to the City golf course, The Crossings at Carlsbad. The Master Plan includes the following improvements: community leisure needs, open space interpretive area, parking and maintenance facility. Other suggested uses for this park include an amphitheater complex, sports complex, conference center and numerous other active/passive recreations amenities.



Approximately 30% of future expenditures are planned for street and traffic signal construction projects. Included in this category is construction of major roadways that will add east to west and north to south connections as well as provide additional routes to the neighboring cities of Oceanside, Vista, and San Marcos. Sections of these roads are already under construction by developers. Additional roadway projects include several road-widening projects, and funding for sidewalk construction, concrete repair work and pavement management. Currently there are 23 traffic signals identified and recommended for construction in future years.

Wastewater projects are expected to cost over $81.2 million, including funding for the repayment of bonds for the expansion of the Encina Wastewater Facility, and the Encina Water Pollution Control Facility projects.

Future water projects include construction of new waterlines, both potable and recycled, concurrent with new development. Replacement of existing potable waterlines is also included in this category, and additional reservoirs are planned to increase storage for ultimate demands. A total of $48.5 million, or 11% of the total CIP, is planned for these projects.

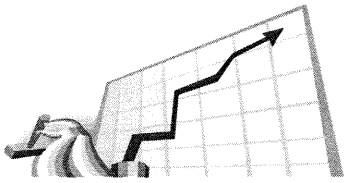
Construction of civic facilities such as libraries, administrative facilities, police and fire facilities are currently estimated at $78.7 million of the total planned capital expenditures to build out.

UNFUNDED PROJECTS
There are several projects identified in the CIP for which there is no identifiable funding source and in some cases where only partial funding has been identified. The City will investigate obtaining possible outside funding such as Federal and State grants, loans, or other financing sources. Once funding is identified for these projects, the project costs will have to be reviewed and updated to reflect actual cost estimates. The unfunded projects do not receive annual inflationary increases. These projects are:

- Business Park Recreational Facility (partial)
- Cannon Lake Park (6.7 Acres)
- Cannon Road - Reach 4B – Cannon Rd./College to City Limits
- Carlsbad Boulevard Mountain View to Northerly City Limits (partial)*
- Carlsbad Boulevard/Palomar Airport Road Improvements (partial)*
- Carlsbad Boulevard Realignment, Segments 3-5
- El Camino Real and College Boulevard Intersection Improvement Project
- Hosp Grove/Buena Vista Lagoon Improvements
- Pine Avenue Park – Madison Property Phase II
- Robertson Ranch (NE Quadrant) Park Development (partial)

(*) These projects are in the Traffic Impact Fee (TIF) program approved by the City Council on May 12, 2009, which was planned to generate enough revenue to pay for 20% of the total cost. The remaining 80% is unfunded.

FUTURE GROWTH AND DEVELOPMENT



There are a variety of revenues that are used to fund the capital projects. In order to estimate future revenues from development, several assumptions about the rate and type of future development need to be made. These assumptions can change from year-to-year and correlate with the economic climate.

Every year, City staff evaluates all existing and future private development projects and compares this information to the build out capacity of the City using adopted general plans. Information about existing development activity combined with estimates of how remaining net developable land might develop is then summarized to prepare future projections about when and where residential and non-residential development will occur. Finance Department staff prepares cash flow schedules using current fund balances combined with future estimated fees paid by those developments, then compares the available funds to the expenditure plan to ensure that funding will be sufficient for construction of the 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 to evaluate the timing of projects. Where funding discrepancies occur, alternative financing methods and project timing are again evaluated and recommendations are made to resolve the discrepancies.

Residential development has slowed significantly due to the economic recession. The number of annual building permits issued is projected to decline compared to the previous five-year period. The development schedules of the remaining vacant parcels are driving the timing of the future units. There are 4,737 units remaining before the City is predominantly built out.

Residential development for FY 2010-11 is projected at 225 units with an average about 218 units per year over the next five years. This is compared to an average of over 325 units per year for the previous five-year period. The decline, particularly in the next five years, is due to the current economic downturn and the dwindling supply of developable land.

The amount of non-residential development is also projected to decline significantly over the next five years. The average annual square feet of non-residential development for the past five years was about 981,735. For FY 2010-11, the estimate is for 268,600 square feet, and the average annual development for the next five-year period is approximately 292,800 square feet per year. Projects include several neighborhood commercial/retail developments located in or near the areas where most of the residential development has occurred or where new development is

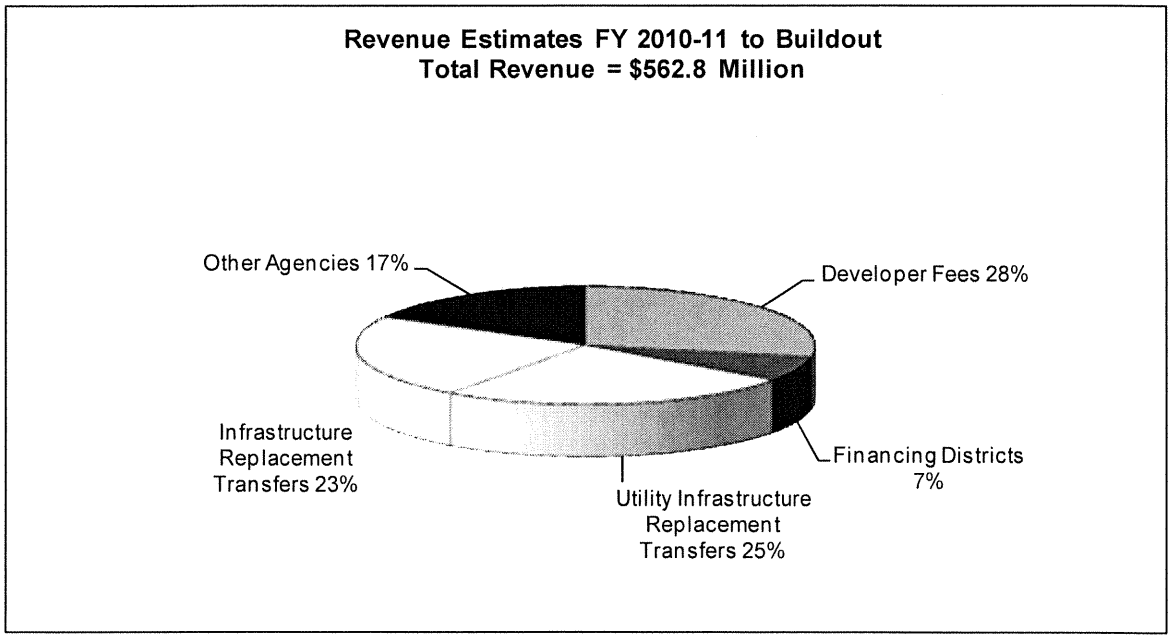
planned over the next several years. In the southeast quadrant, commercial projects include retail and restaurants, and a daycare facility and church. A senior care facility is planned in the northeast quadrant. Additional commercial development is planned at Bressi Village. There are also two hotels in the City's redevelopment areas anticipated. Industrial development consists of various new office and industrial projects, as well as expansion of existing projects at Kelly Corporate Center. The desalination plant is also anticipated within the next five years. Development estimates provide the data and basis for estimating future fee revenues, which are calculated by multiplying each applicable development fee by the estimated number of dwelling units and/or square feet of construction expected during each year. The following table shows the number of residential units and non-residential square feet of development used in calculating estimated revenues for FY 2010-11 and subsequent years to build out.

Projected Development
Residential and Non-Residential Construction

Year	Residential Units	Non-Residential Square Feet
2009-10	**113**	**92,252**
2010-2011	225	268,559
2011-2012	215	214,570
2012-2013	223	336,530
2013-2014	249	315,762
2014-2015	176	328,461
Years 6-10	875	2,784,071
Years 11-buildout	2,774	4,759,258
Total Future (FY11-Buildout)	4,737	9,007,211

REVENUES

Revenues for Capital Projects from now until build out are estimated to be approximately $562.8 million and are segregated into five major categories: (1) fees generated by development in Carlsbad, (2) special district fees and taxes (Community Facilities Districts and Bridge and Thoroughfare Benefit Districts), (3) water and wastewater replacement funds, (4) infrastructure replacement funds (other than wastewater and water), and (5) other sources including grants, bond issues, and contributions from other agencies.



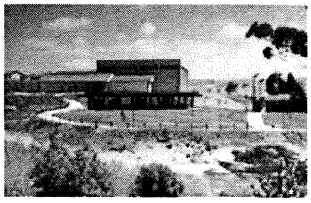
Approximately 28% of all capital revenue is received as a result of development, and is dependent upon assumptions made about the City's annual growth in dwelling units and commercial/industrial square feet. Development revenues include Public Facilities Fees (PFF), Traffic Impact Fees (TIF), Park-In-Lieu Fees (PIL), Planned Local Drainage (PLD) Fees, Water Connection Fees (MFF), and Sewer Connection charges. Revenue from special districts, such as Community Facilities Districts (CFD) and Bridge and Thoroughfare Benefit Districts (BTD) comprise 7% of the total. Water and wastewater replacement revenues generated by user fees equal approximately 25% of total revenues, and are used to pay for replacement of existing water and sewer facilities. Infrastructure replacement revenues, equal to 23%, are transfers from the City's General Fund which are being set aside to pay for replacement of major capital facilities other than wastewater and water facilities. The remaining 17% consists of revenues from other agencies and include federal and state grants, the county sales tax program (TransNet), redevelopment agency revenue, and contributions from cities and other agencies.

CALCULATION OF FUTURE FEES

The revenue projections of the Capital Improvement Program reflect the growth assumptions identified in the previous section. The following information delineates how those assumptions were applied to estimate future development revenues. The mix of multi-family and single-family residential units is assumed to be 35% and 65%, respectively, and reflects the anticipated mix of residential development for each Local Facilities Management Zone. The building permit valuation used for computing Public Facilities Fees is $178,633 per multi-family dwelling unit, and $315,200 per single-family dwelling unit. A building permit valuation of $42 per square foot of construction is used to calculate non-residential Public Facilities Fees.

In order to calculate estimated revenues for Traffic Impact Fees (TIF), the number of average daily trips was computed for each type of development use. An attached multi-family residential dwelling unit is assigned either eight or six trips and a detached single-family unit is assigned 10 trips per day. The trips-per-day value for commercial and industrial buildings are 40 and eight trips per 1,000 square feet of development, respectively, although the actual volume of trips generated by commercial/industrial building can vary widely depending on the ultimate land use.

Community Facilities District (CFD) No. 1 is a citywide district established to finance various civic facilities required under the City's Growth Management Plan. CFD No. 3 was established for the Faraday Avenue and Melrose Drive Extensions east of El Camino Real, as well as the extension of El Fuerte.



Park-in-Lieu Fees are collected for the purchase and development of parkland within each quadrant of the City, and the fees are based on the acquisition cost of parkland. Projects in the CIP funded with Park-in-Lieu Fees include future park site acquisition, development and restoration.

Bridge and Thoroughfare Fee Districts (BTD), are formed by property owners to finance specific road construction projects located within the district boundaries. Poinsettia Lane - Aviara Parkway (BTD No. 2) was formed to finance the construction of Poinsettia Lane between Aviara Parkway and El Camino Real and Aviara Parkway between Palomar Airport Road and Poinsettia Lane.

SUMMARY

The FY 2010-11 to Build Out CIP is being driven by the City's commitment to ensure that facilities are available to serve the developing areas as well as the current residents. Carlsbad's philosophy has been to build quality capital facilities, which meet, and at times exceed, Growth Management standards. Phasing projects over a period of years to match funding availability for construction and operations is often used to meet the needs of growth management. The FY 2010-11 to Build Out Capital Improvement Program reflects the commitment of Carlsbad's City Council and staff to continue providing its residents with a better quality of life.

GROWTH MANAGEMENT PLAN

The Growth Management Plan was developed and voted into law by the citizens of Carlsbad in 1986. The plan was established to manage development within the City by linking residential, commercial, and industrial development directly to standards for availability of public services and facilities.

The Growth Management Plan has established precise standards for eleven public facilities. Standards must be met at all times as growth occurs. Facilities for which standards have been established are as follows:

- City Administrative
- Wastewater Treatment
- Circulation
- Fire
- Schools
- Water Distribution
- Library
- Parks
- Drainage
- Open Space
- Sewer Collection

The plan requires that appropriate public facilities be available, in conformance with the adopted performance standards, as development occurs. Unless all of the 11 public facility standards have been met, no new development can occur.

The Growth Management Plan impacts both the Operating Budget and the Capital Improvement Program. The detailed level of planning required by Growth Management has allowed Carlsbad's Capital Improvement Program to anticipate the funding needed for capital improvements through build out of the City. The timing of construction of facilities is governed by the rate of

development and the 11 performance standards. New public facilities often require additional staffing and other resources, which affects the Operating Budget. Facilities such as community centers, parks, and fire stations have been constructed and opened to the public under this program.

The Capital Improvement Program has been designed to specifically address areas where new or expanded facilities will be needed to maintain compliance with the adopted performance standards. With the adoption of the FY 2010-11 CIP, compliance with the Growth Management Plan is continued.

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
CIVIC PROJECTS				
ADMINISTRATIVE FACILITIES				
CIVIC CENTER	CFD#1	26,100,000	-	-
CIVIC CENTER	IRF	900,000	-	-
CITY ADMIN TRAINING FACILITY (PRE-DESIGN) - PROP C	GCC	100,000	-	-
OPPORTUNISTIC SAND	ST GRANT	2,000	-	-
PUBLIC WORKS CENTER	CFD#1	17,080,366	1,222,636	4,045,630
PUBLIC WORKS CENTER	WATER REPL	7,169,600	-	-
PUBLIC WORKS CENTER	SEWER REPL	3,861,200	-	-
POLICE & FIRE FACILITIES				
FIRE STATION #3 RELOCATION	PFF	8,630,000	1,000,000	-
FIRE STATION #3 RELOCATION (GENERAL FUND)	GCC	540,000	540,000	-
FIRE STATION #6 (PERMANENT)	PFF	5,324,100	5,224,100	100,000
JOINT FIRST RESPONDERS TRAINING FACILITY	GCC	2,850,000	1,802,028	1,047,972
JOINT FIRST RESPONDERS TRAINING FACILITY - PROP C	GCC	13,650,000	-	13,650,000
JOINT FIRST RESPONDERS TRAINING FACILITY - PHASE II	GCC	8,000,000	-	8,000,000
POLICE CAD IMPLEMENTATION	GCC	2,312,228	2,162,558	149,670
LIBRARY FACILITIES				
LIBRARY EXPANSION (COLE)	CFD#1	4,763,217	-	-
LIBRARY EXPANSION (COLE)	PFF	9,776,000	-	-
MISCELLANEOUS CITYWIDE PROJECTS				
PROPOSITION C PROJECTS	GCC	5,034,205	-	-
CFD#1 ADMINISTRATION	CFD#1	838,224	133,224	45,000
COASTAL RAIL TRAIL	TRANSNET/BIKE	279,525	219,025	60,500
COASTAL RAIL TRAIL (CMAQ)	FED GRNT	4,413,784	4,007,592	406,192
HUMAN CAPITAL MANAGEMENT SYSTEM	GCC	2,840,000	604,000	2,236,000
PUBLIC WORKS INVENTORY AND FAC MAINT PROGRAM	GCC	404,992	399,907	5,085
STREETSCAPE IMPROVEMENTS	REDVL VILLAGE	400,000	54,072	345,928
VILLAGE PUBLIC PARKING ENHANCEMENT PROGRAM	REDVL VILLAGE	850,000	-	-
SUBTOTAL CIVIC PROJECTS		126,119,441	17,369,142	30,091,977
FACILITIES MAINTENANCE				
BEACH ACCESS STAIRS REPLACEMENT	IRF	517,500	207,856	309,644
REPAIR RECOATING GUARDRAIL PAR BRIDGE AT CARLSBAD BLVD	GCC	130,000	102,038	27,962
REPAIR RECOATING GUARDRAIL PAR BRIDGE AT CARLSBAD BLVD - PROP 42	STATE TRANS	944,000	774,794	169,206
SUBTOTAL FACILITIES MAINTENANCE		1,591,500	1,084,688	506,812
PARK PROJECTS				
CITYWIDE PARKS				
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)	ZONE 5	3,400,000	-	-
CARLSBAD MUNICIPAL GOLF COURSE	GOLF COURSE	55,266,655	55,125,447	141,208
LAKE CALAVERA TRAILS MASTER PLAN/CONSTRUCTION	GCC	598,750	65,467	533,283
VETERAN'S MEMORIAL PARK	CFD#1	23,239,800	-	-
NORTHWEST QUADRANT PARKS				
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	PIL-NW	1,751,776	-	-
PINE AVENUE PARK - PINE COMMUNITY BUILDING - PHASE II	PFF	7,919,958	-	-
PINE AVENUE PARK-RESTROOM/STORAGE BUILDING	PFF	376,656	-	
PINE PARK MADISION PROPERTIES, PHASE 1	PIL-NW	70,000	-	
NORTHEAST QUADRANT PARKS				
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)	PIL-NE	1,800,000	-	-
SOUTHWEST QUADRANT PARKS				
AVIARA COMMUNITY PARK COMMUNITY BUILDING	PFF	7,937,488	-	-
AVIARA COMMUNITY PARK COMMUNITY BUILDING	PIL-SW	2,806,648	-	-
AVIARA REIMBURSEMENT AGREEMENT	PIL-SW	238,000	18,900	219,100
POINSETTIA COMMUNITY PARK -PHASE III	PFF	14,620,640	1,085,200	4,000
POINSETTIA COMMUNITY PARK - PARKING	PFF	513,400	417,320	96,080

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

YEAR 1 2010-2011	YEAR 2 2011-2012	YEAR 3 2012-2013	YEAR 4 2013-2014	YEAR 5 2014-2015	YEAR 6-10 2016-2020	BUILDOUT 2021-BO
					26,100,000	
					900,000	
			100,000			
2,000						
100,000			11,712,100			
65,000			7,104,600			
35,000			3,826,200			
980,000	6,650,000					
						4,763,217
						9,776,000
5,034,205						
110,000	110,000	110,000	110,000	110,000	110,000	
					850,000	
6,326,205	6,760,000	110,000	22,852,900	110,000	27,960,000	14,539,217
-	-	-	-	-	-	-
						3,400,000
						23,239,800
						1,751,776
						7,919,958
376,656						
70,000						
150,000						1,650,000
						7,937,488
						2,806,648
			1,076,400	12,455,040		

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
SOUTHEAST QUADRANT PARKS				
ALGA NORTE PARK - PARK (30 ACRES)	PFF	22,107,510	3,725,602	18,381,908
ALGA NORTE PARK - POOL	PFF	6,099,695	500,148	5,599,547
ALGA NORTE PARK - POOL	GCC	6,000,000	-	6,000,000
ALGA NORTE PARK - POOL (PROP C FUNDS)	GCC	16,215,795	389,765	15,826,030
LEO CARRILLO PARK - PHASE III	PFF	1,057,000	-	-
LEO CARRILLO PARK - PHASE III	PIL-SE	866,100	-	-
LEO CARRILLO BARN	PFF	500,000	29,860	470,140
LEO CARRILLO BARN STABILIZATION ($197K = GRANT)	GCC	500,000	458,730	41,270
SUBTOTAL PARK PROJECTS		173,885,871	61,816,439	47,312,566
DRAINAGE PROJECTS				
AGUA HEDIONDA CHANNEL	GCC	859,037	-	859,037
AGUA HEDIONDA CHANNEL (PLDA "B" - FACILITY B + BN)	PLD	4,384,413	2,062,263	2,122,150
BCC DRAINAGE FACILITY (REIMB)	PLD	511,979	177,574	334,405
CARLSBAD BLVD STORM DRAIN REPLACEMENT	IRF	505,000	466,430	38,570
CARLSBAD BOULEVARD ENCINAS CREEK BRIDGE REPLACEMENT (PLDA "C" - C1)	PLD	2,539,565	2,476,971	62,594
CMP REPLACEMENT PROGRAM	IRF	2,598,000	562,859	1,246,141
COLLEGE BLVD. BRIDGE (REIMB./PLDA "B" - FACILITY BL-L)	PLD	1,816,101	-	-
COLLEGE BLVD/CANNON RD (PLDA "B" - FACILITY BJ B + BNB + BJ-1)	PLD	2,889,757	2,236,206	653,551
FIRE STATIONS 1 THRU 5 DRAINAGE SYSTEMS	GCC	225,000	-	
HOSP GROVE PARK DRAINAGE IMPROVEMENTS	IRF	150,000		-
KELLY DRIVE CHANNEL REPAIR	IRF	1,161,000	159,204	1,001,796
KELLY DRIVE CHANNEL REPLACEMENT	IRF	1,769,500		
LA COSTA AVE STORM DRAIN REPLACEMENT	IRF	492,150	6,496	485,654
MARCA DRIVE DRAINAGE IMPROVEMENTS	GAS TAX	65,000	-	
MASTER DRAINAGE PLAN PROJECT AAA (Jefferson Street)	PLD	289,534	-	-
MASTER DRAINAGE PLAN PROJECT AAAA (Madison Street)	PLD	416,500	-	-
MASTER DRAINAGE PLAN PROJECT AC (Highland Drive)	PLD	992,913	-	-
MASTER DRAINAGE PLAN PROJECT AFA (Hidden Valley Drainage Restoration)	PLD	91,608	-	-
MASTER DRAINAGE PLAN PROJECT AFB (Calavera Hills Drainage Restoration)	PLD	163,164	-	-
MASTER DRAINAGE PLAN PROJECT BB 1 and 2 (Washington Street)	PLD	1,086,065	-	-
MASTER DRAINAGE PLAN PROJECT BCB (Magnolia Avenue)	PLD	468,096	-	-
MASTER DRAINAGE PLAN PROJECT BFA (Country Store)	PLD	963,673	-	-
MASTER DRAINAGE PLAN PROJECT BFB-U (El Camino Real)	PLD	138,220	-	-
MASTER DRAINAGE PLAN PROJECT BL-U (College Blvd. Drainage)	PLD	384,509	-	-
MASTER DRAINAGE PLAN PROJECT BM (College Blvd./Canatarini Box Culvert)	PLD	204,077	-	-
MASTER DRAINAGE PLAN PROJECT BQ (Sunnycreek Road)	PLD	131,355	-	-
MASTER DRAINAGE PLAN PROJECT BR (Canatarini/College Blvd.)	PLD	180,773	-	-
MASTER DRAINAGE PLAN PROJECT C2 (Paseo Del Norte)	PLD	727,730	-	-
MASTER DRAINAGE PLAN PROJECT CA (Avenida Encinas)	PLD	529,402	-	-
MASTER DRAINAGE PLAN PROJECT DBA (Poinsettia Village)	PLD	167,215	-	-
MASTER DRAINAGE PLAN PROJECT DBB (Avenida Encinas)	PLD	429,108	-	-
MASTER DRAINAGE PLAN PROJECT DFA (Batiquitos Lagoon)	PLD	256,423	-	-
MASTER DRAINAGE PLAN PROJECT DH (Altiva Place Canyon)	PLD	232,812	-	-
MASTER DRAINAGE PLAN PROJECT DQB (La Costa Town Center)	PLD	745,842	-	-
MASTER DRAINAGE PLAN PROJECT DZ (Poinsettia Lane)	PLD	642,063	-	-
MISCELLANEOUS ROAD SUBDRAINS	GAS TAX	560,000	78,480	481,520
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GCC	460,250	201,440	258,810
NW QUADRANT STORM DRAIN IMPROVEMENT PROGRAM	GAS TAX	3,392,594	52,245	861,383
PARK DRIVE AND TAMARACK AVENUE STORM DRAIN (PLDA "B" - FACILITY BCA)	PLD	1,068,613	-	-
PARK DRIVE DRAINAGE AND STREET IMPROVEMENTS	GCC	155,500	40,851	114,649
RANCHO CARRILLO WATER SEEPAGE	GCC	53,000	166	52,834
ROMERIA DRAINAGE IMPROVEMENTS	GCC	299,000	114,849	164,151
ROMERIA DRAINAGE IMPROVEMENTS	GAS TAX	338,000	14,712	323,288
TAMARACK AND ECR STORM DRAIN AND SILT. BASIN (REIMB./PLDA "B" - BFB-L + BF-	PLD	904,329	-	-
SUBTOTAL DRAINAGE PROJECTS		36,438,870	8,650,746	9,060,533

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

YEAR 1 2010-2011	YEAR 2 2011-2012	YEAR 3 2012-2013	YEAR 4 2013-2014	YEAR 5 2014-2015	YEAR 6-10 2016-2020	BUILDOUT 2021-BO
			310,500	746,500		
				866,100		
596,656	-	-	1,386,900	14,067,640	-	48,705,670
	40,000	40,000	40,000	40,000	40,000	
507,000	282,000					
					1,816,101	
	225,000					
					150,000	
-	-	-	-			
-			-		1,769,500	
	65,000					
						289,534
						416,500
						992,913
						91,608
						163,164
						1,086,065
						468,096
						963,673
						138,220
						384,509
						204,077
						131,355
						180,773
						727,730
						529,402
						167,215
						429,108
						256,423
						232,812
						745,842
						642,063
525,898	694,228	949,500	153,840	155,500		
					1,068,613	
5,000	5,000	5,000	5,000			
						904,329
1,037,898	1,311,228	994,500	198,840	195,500	4,844,214	10,145,411

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
SEWER PROJECTS				
ENCINA WATER POLLUTION CONTROL FACILITY				
BUILDING IMPROVEMENTS	SEWER REPL	4,593,155	3,759,110	834,045
CAPITAL ACQ/REPL/REHAB AND STAFFING	SEWER REPL	37,756,772	1,952,437	1,101,723
PHASE IV EXPANSION - DEBT SERVICE	SEWER CONN	5,584,974	933,007	-
PHASE V EXPANSION	SEWER CONN	10,910,356	10,418,965	491,391
SEWER COLLECTION SYSTEM				
AVENIDA ENCINAS GRAVITY SEWER	SEWER REPL	475,000	-	-
BEECH STREET SEWER REPLACEMENT	SEWER REPL	1,947,000	272,838	1,674,162
BUENA INTERCEPTOR SEWER IMPROVEMENTS	SEWER REPL	2,840,000	161,089	1,298,911
BUENA VISTA LIFT STATION IMPROVEMENTS	SEWER REPL	1,050,000		
CALAVERA HILLS TREATMENT PLANT - DEMOLITION	SEWER REPL	723,500	7,974	15,526
CARLSBAD TRUNK SEWER REACHES VCT1A, VCT1B, VCT1C (SBA "A")	SEW BENEF	567,000	-	-
CARLSBAD TRUNK SEWER REACHES VCT1A, VCT1B, VCT1C (SBA "A")	SEWER REPL	2,368,000	-	-
CONDITION ASSESSMENT OF SEWER PIPELINES	SEWER REPL	626,000	5,000	308,000
HOME PLANT - PIPELINE REPLACEMENT	SEWER REPL	919,000	153,765	765,235
HOME PLANT LIFT STATION REPLACEMENT AND FORCE MAIN	SEWER REPL	4,139,000	385,231	1,526,769
LA COSTA MEADOWS SEWER EXTENSION	SEWER REPL	1,146,877	515,120	631,757
LA GOLONDRIA SEWER EXTENSION	SEWER REPL	1,108,543	418,033	690,510
NCTD RIGHT OF WAY UTILITY RELOCATION (SEWER)	SEWER REPL	120,000		
NORTH AGUA HEDIONDA INTERCEPTOR -- WEST SEGMENT	SEWER REPL	5,854,000	5,309,604	544,396
NORTH AGUA HEDIONDA TRUNK SEWER REACH NAHT1A (SBA "B")	SEWER REPL	2,862,000	1,953,386	908,614
NORTH BATIQUITOS INTERCEPTOR REHABILITATION	SEWER REPL	1,199,000	497,363	701,637
SEWER LIFT STATION REMOVAL - GATESHEAD	SEWER REPL	344,000	86,513	2,487
SEWER LIFT STATION REPAIRS AND UPGRADES	SEWER REPL	1,360,380	754,612	5,768
SEWER LINE REFURBISHMENTS/REPLACEMENT AND MANHOLES	SEWER REPL	5,974,600	581,219	2,478,781
SEWER MASTER PLAN/CONNECTION FEE UPDATE	SEWER REPL	400,000	239,279	160,721
SEWER MASTER PLAN/CONNECTION FEE UPDATE	SEWER CONN	100,000	90,315	9,685
SEWER MONITORING PROGRAM	SEWER CONN	352,000	50,000	60,000
TERRAMAR LIFT STATION REPLACEMENT	SEWER REPL	548,000	10,526	14,474
VISTA/CARLSBAD INTERCEPTOR AGUA HEDIONDA LIFT STATION AND FM (VC12-VC	SEWER CONN	17,400,000	1,894,160	4,505,840
VISTA/CARLSBAD INTERCEPTOR BUENA VISTA LIFT STATION FORCE MAIN (VC-4)	SEWER CONN	6,225,000	589,934	5,635,066
VISTA/CARLSBAD INTERCEPTOR REACH VC11B	SEWER CONN	6,430,000	718,803	2,711,197
VISTA/CARLSBAD INTERCEPTOR REACH VC14 TO VC15	SEWER CONN	16,100,000	1,010,743	3,689,257
VISTA/CARLSBAD INTERCEPTOR REPLACEMENT REACH 3	SEWER CONN	2,688,200	-	-
SUBTOTAL SEWER PROJECTS		144,712,357	32,769,026	30,765,952
WATER DISTRIBUTION SYSTEM				
AVIARA PARKWAY AT PLUM TREE	WATER REPL	494,728	-	-
BUENA VISTA PUMP STATION IMPROVEMENTS (STUDY)	WATER REPL	200,000	-	100,000
CALAVERA HILLS WATER BOOSTER STATION STANDBY GENERATOR	WATER CONN	502,444	-	-
CARLSBAD BOULEVARD - SOUTH OF AVENIDA ENCINAS	WATER REPL	953,888	-	-
CATHODIC PROTECTION PROGRAM	WATER REPL	1,246,700	-	1,099,800
COLLEGE BOULEVARD - CANNON TO BADGER LANE	WATER CONN	1,066,000	-	1,066,000
COLLEGE BOULEVARD (ECR TO CANNON ROAD) - Reimb	WATER CONN	1,060,000	-	1,060,000
CRESTVIEW DRIVE TRANSMISSION MAIN	WATER REPL	162,032	-	-
D RESERVOIR - PHASE I	WATER CONN	6,666,504	-	-
D RESERVOIR - PHASE II	WATER REPL	2,222,064	-	-
D RESERVOIR DRAINAGE IMPROVEMENTS (STUDY)	WATER REPL	175,000	8,510	166,490
DESALINATION GROUNDWATER/SEAWATER STUDY	WATER REPL	774,176	-	-
EL FUERTE - NORTH OF LOKER - (Reimb)	WATER CONN	250,000	64,098	185,902
EL FUERTE AND CORINTIA STREET	WATER REPL	168,168	-	-
ELLERY WATER PUMP PROJECT	WATER REPL	205,900	23,495	-
FARADAY AVENUE - ORION TO MELROSE WATERLINE - (Reimb)	WATER CONN	887,210	245,957	641,253
FARADAY AVENUE EXTENSION - Reimb	WATER CONN	776,000	401,619	374,381
GROUNDWATER DEVELOPMENT - SAN LUIS REY RIVER (STUDY)	WATER REPL	55,000	-	-

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
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YEAR 1 2010-2011	YEAR 2 2011-2012	YEAR 3 2012-2013	YEAR 4 2013-2014	YEAR 5 2014-2015	YEAR 6-10 2016-2020	BUILDOUT 2021-BO
1,656,203	1,588,467	1,542,189	1,425,073	1,500,000	7,500,000	19,490,680
931,419	932,469	931,469	928,419	928,191	-	
75,000	400,000					
402,000	978,000					
	75,000	175,000	800,000			
700,000	-					
	567,000				-	
705,000	1,663,000				-	
		313,000				
2,227,000						
120,000						
	60,000	195,000				
400,000	100,000	100,000	-	-	-	
	330,000	330,000	330,000	330,000	1,594,600	
22,000	22,000	22,000	22,000	22,000	110,000	22,000
523,000						
11,000,000						
3,000,000						
11,400,000						
-	596,200	2,092,000				
33,161,622	7,312,136	5,700,658	3,505,492	2,780,191	9,204,600	19,512,680
	494,728					
-				100,000		
-	-	54,100	448,344			
	953,888					
146,900						
	33,800	128,232				
					6,666,504	
					2,222,064	
					774,176	
	168,168					
	182,405					
			55,000			

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
HYDROELECTRIC PRESSURE REDUCING STATION-MAERKLE RESERVOIR	WATER REPL	2,000,000	436,723	1,563,277
KELLY RANCH PRESSURE REDUCING STATION	WATER REPL	560,000	-	-
LAKE CALAVERA RESERVOIR IMPROVEMENTS	WATER REPL	6,796,908	5,705,620	1,091,288
MAERKLE FACILITY IMPROVEMENTS	WATER REPL	2,135,200	877,874	1,257,326
MAERKLE PUMP STATION IMPROVEMENTS	WATER CONN	1,000,200	-	-
MAERKLE PUMP STATION IMPROVEMENTS	WATER REPL	998,427	44,322	-
MAERKLE RESERVOIR BRIDGE REPLACEMENT	WATER REPL	328,750	120,168	208,582
MAERKLE RESERVOIR STORAGE (TAP #2)	WATER CONN	14,814,280	-	-
MAERKLE TRANSMISSION MAIN	WATER REPL	6,330,000	8,882	4,866,118
MARRON ROAD - PRESSURE REGULATING STATION TO OCEANSIDE	WATER CONN	797,888	-	-
MELROSE DRIVE - PALOMAR AIRPORT ROAD TO FARADAY - (Reimb)	WATER CONN	1,475,000	61,120	1,413,880
MISCELLANEOUS PIPELINE REPLACEMENT PROJECTS	WATER REPL	1,876,700	262,815	1,170,185
MISCELLANEOUS WATER VALVE REPAIRS/REPLACEMENTS	WATER REPL	250,000	34,154	215,846
NCTD RIGHT OF WAY UTILITY RELOCATION (WATER)	WATER REPL	80,000		
OCEANSIDE INTERTIE UPGRADE	WATER REPL	114,600	-	-
PARK DRIVE WATER LINE AND SURFACE IMPROVEMENTS	WATER REPL	1,000,000		
POINSETTIA LANE - EL CAMINO REAL TO SKIMMER CT (Reimb)	WATER CONN	130,728	-	-
POINSETTIA LANE - SKIMMER CT TO CASSIA	WATER REPL	508,664	-	-
POINSETTIA LANE - SKIMMER CT TO CASSIA	WATER CONN	398,944	-	-
POINSETTIA LANE EAST OF BLACK RAIL ROAD 12"	WATER CONN	239,720	-	-
POINSETTIA LANE EAST OF BLACK RAIL ROAD 12"	WATER REPL	239,616	-	-
PRESSURE REDUCING STATION REPLACEMENT	WATER REPL	1,102,000	67,203	1,034,797
RESERVOIR REPAIR /MAINTENANCE PROGRAM	WATER REPL	4,185,000	-	125,000
SANTA FE II RESERVOIR SITE DRAINAGE	WATER REPL	645,000		
TRI-AGENCIES WATER TRANSMISSION PIPELINE REPLACEMENT	WATER REPL	6,455,000	128,744	1,126,256
WATER MASTER PLAN UPDATE	WATER CONN	700,000	504,366	145,634
WATER SYSTEM INTERTIE CONNECTION	WATER REPL	439,000	34,774	-
SUBTOTAL WATER DISTRIBUTION SYSTEM		73,467,439	9,030,444	18,912,015
RECYCLED WATER PROJECTS				
12" RECYCLED WATER TRANSMISSION MAIN-CWRF TO CHINQ	WATER REPL	975,000	75,135	174,865
CARLSBAD WATER RECYCLING FACILITY SCADA MODIFICATIONS	WATER REPL	210,000	157,441	52,559
CHESTNUT AVENUE RECYCLED WATER LINE	WATER REPL	716,600	-	-
ECR/TAMARACK PUMP STATION REMOVAL	WATER REPL	80,019	-	-
I-5 RECYCLED WATER TRANSMISSION LINE	WATER REPL	277,274	-	-
PALOMAR BUISNESS PARK RECYCLED WATER PIPELINES	WATER REPL	1,110,000		
PUMP STATION REMOVAL	WATER REPL	442,700	110,330	332,370
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	RECL WATER	675,000	129,039	545,961
RECYCLED WATER LINE - INNOVATION WAYAND GATEWAY	WATER REPL	410,000	3,578	406,422
RECYCLED WATER LINE - IRRIGATION SERVICES	RECL WATER	230,000	19,219	210,781
RECYCLED WATER LINE - IRRIGATION SERVICES	WATER REPL	240,000	185,818	54,182
RECYCLED WATER MASTER PLAN UPDATE	WATER REPL	672,468	413,546	258,922
RECYCLED WATER PROJECTS-I-5 CROSSING	WATER REPL	200,200	-	134,200
SUBTOTAL RECYCLED WATER PROJECTS		6,239,261	1,094,106	2,170,262

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YEAR 1 2010-2011	YEAR 2 2011-2012	YEAR 3 2012-2013	YEAR 4 2013-2014	YEAR 5 2014-2015	YEAR 6-10 2016-2020	BUILDOUT 2021-BO
560,000						
			85,000	915,200		
			85,000	869,105		
	14,814,280					
	1,455,000					
						797,888
-			443,700			
80,000						
-			114,600			
1,000,000						
					130,728	
					508,664	
					398,944	
					239,720	
					239,616	
1,760,000	1,150,000	1,150,000				
645,000						
-	5,200,000					
50,000						
		404,226				
4,241,900	24,452,269	1,736,558	1,231,644	1,884,305	11,180,416	797,888
725,000						
	716,600					
-			80,019			
		277,274				
1,110,000						
		-				
66,000						
1,901,000	716,600	277,274	80,019	-	-	-

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
CIRCULATION SYSTEM				
TRAFFIC SIGNAL PROJECTS				
TRAF SIG - ALGA ROAD AND CAZADERO	GAS TAX	210,000	-	-
TRAF SIG - ARAMADA DRIVE AND FLEET STREET (S)	GAS TAX	190,000		
TRAF SIG - ARMADA DRIVE AND GRAND PACIFIC RESORTS	GAS TAX	190,000	-	-
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	TIF	29,969	10,869	19,100
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	OTHER	645,447	343,356	302,091
TRAF SIG - AVIARA PARKWAY-POINSETTIA LANE TO EL CAMINO REAL	GAS TAX	160,000	164	159,836
TRAF SIG - CAMINO DE LOS COCHES AND LA COSTA AVENUE	GAS TAX	190,000	-	-
TRAF SIG - CAMINO VIDA ROBLE AND YARROW DRIVE	GAS TAX	190,000	-	-
TRAF SIG - CANNON ROAD AND AVENIDA ENCINAS-REIMB.	PFF	150,000	300	149,700
TRAF SIG - CANNON ROAD AND COLLEGE BOULEVARD	GAS TAX	210,000	-	-
TRAF SIG - CARLSBAD BLVD & TAMARACK SIGNAL REPAIRS	IRF	230,000	-	230,000
TRAF SIG - CARLSBAD BOULEVARD AND CHERRY AVENUE	GAS TAX	190,000	-	-
TRAF SIG - EL CAMINO REAL AND CHESTNUT SIGNAL REPAIRS	IRF	276,000	-	276,000
TRAF SIG - EL CAMINO REAL AND TAMARACK SIGNAL REPAIRS	IRF	200,000	-	200,000
TRAF SIG - EL FUERTE ST AND RANCHO PANCHO	GAS TAX	190,000	-	-
TRAF SIG - FARADAY AVE. AND CAMINO HILLS DRIVE	GAS TAX	190,000	-	-
TRAF SIG - FARADAY AVENUE AND PALMER WAY	GAS TAX	190,000	-	190,000
TRAF SIG - FARADAY AVENUE AND RUTHERFORD ROAD	GAS TAX	190,000	187,916	2,084
TRAF SIG - LA COSTA AVENUE AND CALLE MADERO	GAS TAX	210,000	-	-
TRAF SIG - LA COSTA AVENUE AND ESFERA STREET	GAS TAX	210,000	-	-
TRAF SIG - LA COSTA AVENUE AND GIBRALTAR	GAS TAX	210,000	-	-
TRAF SIG - LA COSTA AVENUE AND LEVANTE	GAS TAX	210,000	-	-
TRAF SIG - LA COSTA AVENUE AND QUINTA STREET	GAS TAX	190,000		
TRAF SIG - LA COSTA AVENUE/NUEVA CASTILLA WAY	GAS TAX	210,000	-	-
TRAF SIG - MONROE STREET AND HOSP WAY	GAS TAX	210,000	-	-
TRAF SIG - POINSETTIA LANE AND BRIGANTINE ROAD	GAS TAX	190,000	-	-
TRAF SIG - RANCHO SANTA FE ROAD AND CALLE JUNIPERO	GAS TAX	210,000	-	-
TRAF SIG - RANCHO SANTA FE ROAD AND QUESTHAVEN ROAD	GAS TAX	124,767	-	124,767
TRAF SIG - TAMARACK AVE. AND PONTIAC DRIVE	GAS TAX	210,000	3,954	-
TRAF SIG - TAMARACK AVE. AND VALLEY STREET	GAS TAX	190,000	-	-
TRAFFIC MANAGEMENT CENTER (TMC) AND ATMS	GCC	912,000		
VIDEO DETECTION CONVERSION	GAS TAX	1,850,000	202,800	658,200
SUBTOTAL TRAFFIC SIGNAL PROJECTS		8,958,183	749,359	2,311,778
STREET PROJECTS				
AVENIDA ENCINAS WIDENING - SOUTH OF PALOMAR AIRPORT ROAD	TIF	5,402,000	168,714	56,286
BATIQUITOS DRIVE GROUNDWATER SEEP AND SLOPE STABILIZATION	GAS TAX	40,100		
CAMINO HILLS AND JACKSPAR SLOPE STABILIZATION	GCC	87,000	11,688	75,312
CANNON ROAD REACH 4B	TRANSNET-HWY	1,761,000	806,758	954,242
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT	FED GRNT	1,217,287	8,853	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER POWER PLANT (LOCAL MATCH)	TRANSNET-LOC	157,713	4,846	152,867
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD	FED GRNT	340,840	13,280	-
CARLSBAD BLVD BRIDGE CONCRETE BARRIER RAILROAD (LOCAL MATCH)	TRANSNET-LOC	44,160	5,585	38,575
CARLSBAD BLVD. AT STATE ST - PEDESTRIAN ENHANCEMENT	REDVL VILLAGE	100,000	-	-
CARLSBAD BLVD. REALIGNMENT	REDVL SCCRDA	250,000	92,289	157,711
CARLSBAD BLVD. REALIGNMENT	TRANSNET-LOC	3,000,000		
CARLSBAD BOULEVARD RIP RAP EXTENSION	GAS TAX	842,000	4,320	837,680
CARLSBAD BLVRD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (20%)	TIF	740,896	-	-
CARLSBAD BLVRD REALIGNMENT / PALOMAR AIRPORT ROAD (SEGMENT 2) (RTCIP /	TIF	2,927,600	-	-
CARLSBAD BOULEVARD MEDIAN-TAMARACK AVENUE TO PINE AVENUE	GAS TAX	2,197,000	-	-
CARLSBAD BOULEVARD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (2	TIF	782,496	-	-
CARLSBAD BOULEVARD WIDENING MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (R	TIF	1,012,960	-	-
CARLSBAD BOULEVARD RETROFIT OVER SDNR	TRANSNET-LOC	1,734,000	1,489,918	244,082
CARLSBAD BOULEVARD REALIGNMENT - CANNON TO MANZANO (SEGMENT 1)	TIF	5,574,400	-	-
CARLSBAD VILLAGE DRIVE - PONTIAC TO VICTORIA	TIF	2,466,880	-	-
CARLSBAD VILLAGE DRIVE AND AVENIDA DE ANITA	GCC	105,000	91,306	13,694

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

YEAR 1 2010-2011	YEAR 2 2011-2012	YEAR 3 2012-2013	YEAR 4 2013-2014	YEAR 5 2014-2015	YEAR 6-10 2016-2020	BUILDOUT 2021-BO
					210,000	
					190,000	
					190,000	
		190,000				
						190,000
					210,000	
	190,000					
	190,000					
	190,000					
210,000						
210,000						
210,000						
		210,000				
190,000						
210,000						
					210,000	
					190,000	
					210,000	
					206,046	
					190,000	
203,000	233,000	163,000	313,000			
247,000	307,000	300,000	135,000			
1,480,000	1,110,000	863,000	448,000	-	1,806,046	190,000
			421,000	2,395,000	2,361,000	
40,100						
1,208,434						
327,560						
					100,000	
3,000,000						
						740,896
						2,927,600
						2,197,000
						782,496
						1,012,960
						5,574,400
						2,466,880

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
COLLEGE BLVD REACH A AND CANNON REACH 4A	OTHER	1,713,002	418,411	1,294,591
COLLEGE/CANNON ASSESSMENT DISTRICT	OTHER	10,314,481	10,011,630	302,851
CONCRETE REPAIR PROGRAM	GCC	250,000	201,722	48,278
CONCRETE REPAIR PROGRAM	GAS TAX	1,500,000	196,295	553,705
CONCRETE REPAIR WORK	GAS TAX	750,000	367,475	282,525
EL CAMINO REAL / CANNON ROAD INTERSECTION IMPROVEMENTS	TIF	589,000	-	-
EL CAMINO REAL AND CARLSBAD VILLAGE DRIVE DUAL LEFT TURNS	TIF	899,600	-	-
EL CAMINO REAL LEFT TURN LANE TO WEST TAMARACK	TIF	286,000	-	-
EL CAMINO REAL MEDIANS	PFF	909,500	144,030	765,470
EL CAMINO REAL MEDIANS	GAS TAX	2,866,600	-	1,135,000
EL CAMINO REAL MEDIANS - LA COSTA	PFF	1,390,500	-	-
EL CAMINO REAL RIGHT TURN LANE TO NORTH ALGA ROAD	TIF	348,400	-	-
EL CAMINO REAL WIDENING - CASSIA RD TO CAMINO VIDA ROBLE	TRANSNET-LOC	2,650,000	-	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE	TIF	1,772,160	-	-
EL CAMINO REAL WIDENING - ARENAL ROAD TO LA COSTA AVENUE (RTCIP)	TIF	625,040	-	-
EL CAMINO REAL WIDENING - LISA STREET TO CRESTVIEW DR	TRANSNET-LOC	2,125,000	-	-
EL CAMINO REAL WIDENING - NORTH OF COUGAR DRIVE	TRANSNET-LOC	574,782	555,897	18,885
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TRANSNET-LOC	3,925,885	-	3,925,885
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TRANSNET-STP	345,000	-	345,000
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT	TIF	7,656,023	1,064,721	6,591,302
EL CAMINO REAL WIDENING - TAMARACK TO CHESTNUT (RTCIP)	TIF	422,000	-	422,000
EL FUERTE EXTENSION	OTHER	4,095,146	720,810	3,374,336
FARADAY AVENUE EXTENSION	OTHER	16,248,065	15,774,327	473,738
I-5 AND LA COSTA AVENUE AUXILLARY LANES	CFD#1	2,000,000	-	-
LA COSTA AVE SLOPE REPAIR WEST OF ROMERIA	GAS TAX	199,000	22,988	176,012
MARBELLA WALL BEAUTIFICATION	GCC	180,000	38,520	141,480
MELROSE DRIVE - SOUTH OF PALOMAR AIRPORT ROAD	OTHER	458,563	458,563	-
MELROSE DRIVE AND ALGA ROAD DUAL LEFT TURN LANES (RTCIP)	TIF	983,840	-	-
MELROSE DRIVE EXTENSION - A	OTHER	1,525,584	1,495,541	30,043
MELROSE DRIVE EXTENSION - B	OTHER	3,477,792	3,477,792	-
MELROSE DRIVE TURN LANE TO WEST PALOMAR AIRPORT ROAD	TIF	410,000	-	-
MUTCD STREET NAME SIGN REPLACEMENT	GAS TAX	260,000		
PALOMAR AIRPORT ROAD AND COLLEGE BOULEVARD-RIGHT TURN LANES	TIF	587,000	1,465	585,535
PALOMAR AIRPORT ROAD AND COLLEGE BOULEVARD-RIGHT TURN LANES/DRAINAC	GCC	250,500	-	250,500
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	OTHER	165,980	42,354	123,626
PALOMAR AIRPORT ROAD AND MELROSE DRIVE RIGHT TURN	TIF	88,500	12,194	76,306
PALOMAR AIRPORT ROAD LEFT TURN LANE EXPANSION TO N/B PASEO DEL NORTE	GAS TAX	25,394	-	-
PALOMAR AIRPORT ROAD LEFT TURN LANE EXPANSION TO N/B PDN $169,943	GAS TAX	206,276	-	-
PALOMAR AIRPORT ROAD RIGHT TURN LANE TO S/B PASEO DEL NORTE $424,286	GAS TAX	450,215	-	-
PALOMAR AIRPORT ROAD RIGHT TURN LANE TO S/B PASEO DEL NORTE (Reimb)	GAS TAX	112,785	-	-
PALOMAR AIRPORT ROAD TURN LANE TO NORTH EL FUERTE STREET	TIF	952,640	-	-
PALOMAR AIRPORT ROAD TURN LANE TO SOUTH EL CAMINO REAL	TIF	590,720	-	-
PALOMAR AIRPORT ROAD WIDENING AT MELROSE DRIVE	OTHER	2,826,268	2,624,351	201,917
PALOMAR AIRPORT ROAD WIDENING AT PASEO DEL NORTE	TIF	1,676,019	1,313,843	362,176
PARK DRIVE, MARINA TO COVE	GAS TAX	416,300	-	-
PAVEMENT MANAGEMENT PROGRAM	TRANSNET-LOC	50,650,515	22,976,180	1,149,335
PAVEMENT MANAGEMENT PROGRAM	GAS TAX	26,874,088	7,907,873	86,215
PAVEMENT MANAGEMENT PROGRAM (NON-JURIS FEES)	TRANSNET-LOC	12,342,476	507,739	1,759,737
PAVEMENT MANAGEMENT PROGRAM (PROP 1B Funds)	STATE TRANS	3,167,193	1,540,000	89,937
PAVEMENT MANAGEMENT PROGRAM (PROP 42 Funds)	STATE TRANS	1,890,083	812,958	972,042

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

YEAR 1 2010-2011	YEAR 2 2011-2012	YEAR 3 2012-2013	YEAR 4 2013-2014	YEAR 5 2014-2015	YEAR 6-10 2016-2020	BUILDOUT 2021-BO
	250000	250000	250,000			
100,000						
		589,000				
					899,600	
		286,000				
					1,731,600	
			90,500		1,300,000	
					348,400	
	215,000	2,435,000				
				1,772,160		
				625,040		
	170,000	1,955,000				
						2,000,000
						983,840
410,000						
260,000						
	25,394					
	206,276					
	450,215					
	112,785					
					952,640	
				590,720		
416,300						
-	1,940,000	1,990,000	2,030,000	1,875,000	9,880,000	8,810,000
1,080,000	1,100,000	1,130,000	1,170,000	1,400,000	6,000,000	7,000,000
-	660,000	680,000	700,000	725,000	3,620,000	3,690,000
1,537,256						
105,083						

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
POINSETTIA LANE - REACH E	BTD#2	13,535,600	698	349,302
POINSETTIA LANE - REACHES A,B,C,F,G & AVIARA PKWY REIMB	BTD#2	1,373,558	-	-
POINSETTIA LANE EAST OF EL CAMINO REAL FINANCING PROGRAM	OTHER	28,932,793	26,050,120	2,882,673
POINSETTIA LANE WIDENING - PASEO DEL NORTE TO BATIQUITOS (RTCIP)	TIF	825,760	-	-
RANCHO SANTA FE ROAD AND OLIVENHAIN IMPROVEMENTS	RSF ROAD	5,985,905	4,840,011	1,145,894
RANCHO SANTA FE ROAD NORTH - PHASE I	RSF ROAD	26,406,243	26,300,836	105,407
RANCHO SANTA FE ROAD NORTH - PHASE II (BRIDGE)	RSF ROAD	20,671,000	20,218,180	452,820
RETROREFLECTIVITY SIGN REPLACEMENT PROGRAM	GAS TAX	2,320,000		
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	WATER REPL	200,000		
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS	TIF	1,020,097	64,237	-
SIDEWALK/STREET CONSTRUCTION - VALLEY AND MAGNOLIA SIDEWALKS (Reimb - :	TIF	490,000		
SIDEWALK/STREET CONSTRUCTION - VARIOUS LOCATIONS	TIF	3,295,672	49,431	1,746,241
TAMARACK AND ADAMS	GAS TAX	48,500	38,352	10,148
TRAFFIC CALMING - DONNA DRIVE (DESIGN)	GAS TAX	113,000	64,180	48,820
TRAFFIC CALMING - SIERRA MORENA AVENUE (DESIGN)	GAS TAX	90,000	47,203	42,797
TRAFFIC IMPACT FEE UPDATE	TIF	200,000		
TRAFFIC MONITORING PROGRAM	TIF	1,718,900	324,907	145,993
UNDERGROUND DIST. 17 - HARDING, ROOSEVELT	GCC	509,800	92,218	417,582
SUBTOTAL STREETS PROJECTS		313,544,075	153,475,609	35,416,553
LOANS TO OTHER FUNDS				
GAS TAX LOAN BTD#2	GAS TAX	-	-	
GAS TAX LOAN TO BTD#3 CANNON ROAD WEST	GAS TAX	-	-	
GCC LOAN TO PIL-NW FOR MADISON ST PROPERTY PURCHASES	GCC	-	-	
GCC LOAN TO PIL-NW FOR PINE SCHOOL ACQUISITION	GCC	-	-	
PFF LOAN TO PIL-NE FOR PARK SITE ACQUISITION	PFF	4,550,000	4,550,000	
GCC LOAN TO PLDA - HEDIONDA AND CALAVERA CREEK	GCC	-	-	
SEWER REPL TO SEW BENEF A FOR CARLSBAD TRUNK SEWER	SEWER REPL	450,000	-	
GCC LOAN TO SCCRDA FOR CARLSBAD BLVD. REALIGNMENT STUDY	GCC	250,000	250,000	
SUBTOTAL FUTURE LOANS TO OTHER FUNDS		5,250,000	4,800,000	-
LOAN REPAYMENTS AND TRANSFERS				
BTD#2 REPAYMENT TO GAS TAX FUND	BTD#2	-		
BTD#3 CANNON ROAD WEST TO GAS TAX FUND	BTD#3	-		
GCC TRANSFER TO GENERAL FUND	GCC	2,800,000		
GAS TAX TRANSFER TO GENERAL FUND (STREETS OPERATING BUDGET)	GAS TAX	9,000,000		
PIL-NW TO GCC FOR MADISON ST PROPERTY PURCHASES	PIL-NW	-		
PIL-NW TO GCC FOR PINE SCHOOL ACQUISITION	PIL-NW	-		
PIL-NE TO PFF FOR PARK SITE ACQUISITION	PIL-NE	4,550,000		
SBA "A" FOR CARLSBAD TRUNK SEWER	SEW BENEF	450,000		
SBA C,D,E,F TO SEW REPL FOR S AGUA HEDIONDA INTERCEPTOR	SEW BENEF	-		
SCCRDA TO GCC FOR CARLSBAD BLVD. REALIGNMENT STUDY	REDVL SCCRDA	250,000		
SUBTOTAL LOAN REPAYMENTS		17,050,000	-	-
GRAND TOTAL ALL FUNDED PROJECTS		907,256,997	290,839,559	176,548,448

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

YEAR 1 2010-2011	YEAR 2 2011-2012	YEAR 3 2012-2013	YEAR 4 2013-2014	YEAR 5 2014-2015	YEAR 6-10 2016-2020	BUILDOUT 2021-BO
			1,600,000			11,585,600
						1,373,558
						825,760
100,000	525,000	525,000	475,000	475,000	220,000	
	200,000					
	955,860					
	490,000					
300,000	300,000	180,000	180,000	180,000	360,000	
	200,000					
96,000	96,000	96,000	96,000	96,000	480,000	288,000
8,980,733	7,896,530	10,116,000	7,012,500	10,133,920	28,253,240	52,258,990
	450,000					
-	450,000	-	-	-	-	-
	2,100,000	500,000	200,000			
600,000	600,000	600,000	600,000	600,000	3,000,000	3,000,000
						4,550,000
						450,000
						250,000
600,000	2,700,000	1,100,000	800,000	600,000	3,000,000	8,250,000
58,326,014	52,708,763	20,897,990	37,516,295	29,771,556	86,248,516	154,399,856

PRELIMINARY CAPITAL IMPROVEMENT PROGRAM
FISCAL YEAR 2010-11 TO BUILDOUT

PROJECT TITLE	FUND	TOTAL BUDGET	PRIOR EXP/ENC	BALANCE FORWARD
UNFUNDED PROJECTS*				
BUSINESS PARK RECREATIONAL FACILITY (PARTIAL FUNDING)		7,100,000		
CANNON LAKE PARK (6.7 ACRES)		2,243,000		
CANNON ROAD REACH 4		27,000,000		
CARLSBAD BOULEVARD MOUNTAIN VIEW TO NORTHERLY CITY LIMITS (PARTIALLY FUNDED)		6,905,600		
CARLSBAD BOULEVARD / PALOMAR AIRPORT ROAD (PARTIALLY FUNDED)		14,109,600		
CARLSBAD BOULEVARD REALIGNMENT - SEGMENTS 3-5		26,100,000		
EL CAMINO REAL AND COLLEGE BOULEVARD INTERSECTION IMPROVEMENTS		515,000		
HOSP GROVE/BUENA VISTA LAGOON REC'L IMPROVEMENTS		1,280,000		
PINE AVENUE PARK - MADISION PROPERTY, PHASE 2		2,320,000		
ROBERTSON RANCH PARK DEVELOPMENT (PARTIAL FUNDING)		8,700,000		
TOTAL UNFUNDED PROJECTS		96,273,200		

* 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.

CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2009-10

FUND	JULY 1, 2009 UNRESERVED BALANCE	PROJECTED REVENUES	PROJECTED EXPENDITURES	PROJECTED DEBT SERVICE LOANS & OTHER	JUNE 30, 2010 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	8,067,290	184,454	0	232,723	8,019,021
BTD#3 - CANNON ROAD WEST	183,358	20,513	0	88,041	115,830
CFD #1 - CITYWIDE	56,036,203	2,504,311	87,269	110,000	58,343,245
GAS TAX	10,811,399	2,210,177	313,410	0	12,708,166
GENERAL CAPITAL CONST.	65,349,450	4,564,556	1,395,923	600,000	67,918,083
GOLF COURSE	695,041	0	553,833	0	141,208
GRANTS - FEDERAL	(39,690)	691,048	242,893	0	408,465
GRANTS - STATE	1,938	62	0	0	2,000
INFRASTRUCTURE REPLACEMENT	46,635,926	7,750,760	411,377	0	53,975,309
OTHER	10,426,612	3,652,946	1,166,430	0	12,913,128
PARK FEE ZONES 5,13,16	2,287,529	100,660	0	0	2,388,189
PARK-IN-LIEU NE	838,123	19,163	0	0	857,286
PARK-IN-LIEU NW	13,143	72,296	0	0	85,439
PARK-IN-LIEU SE	882,143	20,015	22,920	0	879,238
PARK-IN-LIEU SW	572,119	13,081	0	0	585,200
PLANNED LOCAL DRAIN'G	8,311,289	338,881	2,595,062	0	6,055,108
PUBLIC FACILITIES FEE	42,538,889	2,338,612	2,827,650	17,000	42,032,851
RANCHO SANTA FE ROAD PROJECT	16,795,868	668,938	2,395,537	10,166,549	4,902,720
REDEVELOPMENT VILLAGE	500,000	0	54,072	0	445,928
REDEVELOPMENT SCCRDA	1	250,000	92,290	0	157,711
SEWER BENEFIT AREAS	428,701	21,179	0	0	449,880
SEWER CONNECTION	19,423,831	1,140,109	1,938,210	933,007	17,692,723
SEWER REPLACEMENT	32,226,569	3,991,856	5,091,469	0	31,126,956
STATE TRANSPORTATION	2,628,788	1,035,232	2,327,752	0	1,336,268
TDA	0	0	0	0	0
TRAFFIC IMPACT FEE	17,362,613	1,428,582	2,650,734	0	16,140,461
TRANSNET/BIKE	42,436	58,681	17,257	0	83,860
TRANSNET/HIGHWAY	1,329,319	30,338	101	2,783	1,356,773
TRANSNET/LOCAL	4,617,963	9,690,223	1,344,868	0	12,963,318
TRANSNET/STP	346,202	7,915	0	0	354,117
WATER - MAJOR FACILITY	21,389,191	1,133,732	1,238,212	0	21,284,711
WATER - RECYCLED WATER	866,769	0	110,027	0	756,742
WATER - REPLACEMENT	37,955,865	6,164,817	2,163,859	0	41,956,823
TOTAL	409,524,878	50,103,139	29,041,155	12,150,103	418,436,759

CITY OF CARLSBAD
CAPITAL FUNDS
PROJECTED FUND BALANCES FOR FY 2010-11

FUND	JULY 1, 2010 PROJECTED BALANCE	ESTIMATED REVENUES	6/30/2010 CONTINUING APPROPR.	7/1/2010 NEW APPROPR.	2010-11 TOTAL CIP APPROPR.	JUNE 30, 2011 PROJECTED BALANCE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	8,019,021	75,650	349,302	0	349,302	7,745,369
BTD#3 - CANNON ROAD WEST	115,830	0	0	0	0	115,830
CFD #1 - CITYWIDE	58,343,245	1,174,408	4,090,630	210,000	4,300,630	55,217,023
GAS TAX	12,708,166	2,695,149	5,973,980	4,399,298	10,373,278	5,030,037
GENERAL CAPITAL CONST.	67,918,083	912,000	49,913,599	5,242,205	55,155,804	13,674,279
GOLF COURSE	141,208	0	141,208	0	141,208	0
GRANTS - FEDERAL	408,465	1,535,994	406,192	1,535,994	1,942,186	2,273
GRANTS - STATE	2,000	0	0	2,000	2,000	0
INFRASTRUCTURE REPLACEMENT	53,975,309	7,179,000	3,787,805	507,000	4,294,805	56,859,504
OTHER	12,913,128	0	8,985,866	0	8,985,866	3,927,262
PARK FEE ZONES 5,13,16	2,388,189	68,508	0	0	0	2,456,697
PARK-IN-LIEU NE	857,286	0	0	150,000	150,000	707,286
PARK-IN-LIEU NW	85,439	199,874	0	70,000	70,000	215,312
PARK-IN-LIEU SE	879,238	26,729	0	0	0	905,967
PARK-IN-LIEU SW	585,200	26,729	219,100	0	219,100	392,829
PLANNED LOCAL DRAIN'G	6,055,108	274,127	3,172,700	0	3,172,700	3,156,535
PUBLIC FACILITIES FEE	42,032,851	1,300,296	25,566,845	1,356,656	26,923,501	16,409,646
RANCHO SANTA FE ROAD PROJECT	4,902,720	0	1,704,121	0	1,704,121	3,198,599
REDEVELOPMENT VILLAGE	445,928	0	345,928	0	345,928	100,000
REDEVELOPMENT SCCRDA	157,711	0	157,711	0	157,711	0
SEWER BENEFIT AREAS	449,880	0	0	0	0	449,880
SEWER CONNECTION	17,692,723	31,332,423	17,102,436	26,353,419	43,455,855	5,569,291
SEWER REPLACEMENT	31,126,956	3,264,000	13,663,516	6,843,203	20,506,719	13,884,237
STATE TRANSPORTATION	1,336,268	1,537,256	1,231,185	1,642,339	2,873,524	0
TDA	0	0	0	0	0	0
TRAFFIC IMPACT FEE	16,140,461	1,146,576	10,004,939	806,000	10,810,939	6,476,098
TRANSNET/BIKE	83,860	0	60,500	0	60,500	23,360
TRANSNET/HIGHWAY	1,356,773	0	954,242	0	954,242	402,531
TRANSNET/LOCAL	12,963,318	2,567,000	7,289,366	3,000,000	10,289,366	5,240,952
TRANSNET/STP	354,117	0	345,000	0	345,000	9,117
WATER - MAJOR FACILITY	21,284,711	673,493	4,887,050	50,000	4,937,050	17,021,154
WATER - RECYCLED WATER	756,742	0	756,742	0	756,742	0
WATER - REPLACEMENT	41,956,823	4,769,000	15,438,485	6,157,900	21,596,385	25,129,438
TOTAL	418,436,759	60,758,211	176,548,448	58,326,014	234,874,462	244,320,508

CITY OF CARLSBAD
CAPITAL FUNDS
REVENUES ACTUAL AND ESTIMATED

FUND	2006-2007 ACTUAL REVENUE	2007-2008 ACTUAL REVENUE	2008-2009 ACTUAL REVENUE	2009-2010 PROJECTED REVENUE	2010-11 ESTIMATED REVENUE
BTD#2 - POINSETTIA LANE/AVIARA PKWY	1,464,639	685,051	436,317	184,454	75,650
BTD#3 - CANNON ROAD WEST	294,705	243,058	(47,252)	20,513	0
CFD #1 - CITYWIDE	5,211,545	6,022,173	4,153,702	2,504,311	1,174,408
GAS TAX	3,081,059	2,175,033	2,187,647	2,210,177	2,695,149
GENERAL CAPITAL CONST.	5,517,485	21,722,104	4,554,259	4,564,556	912,000
GOLF COURSE	8,186,753	3,229,295	0	0	0
GRANTS - FEDERAL	174,071	25,064	168,724	691,048	1,535,994
GRANTS - STATE	757	107	78	62	0
INFRASTRUCTURE REPLACEMENT	8,638,352	10,039,558	9,621,834	7,750,760	7,179,000
OTHER	1,349,062	13,045,539	247,832	3,652,946	0
PARK FEE ZONES 5,13,16	475,682	475,315	180,821	100,660	68,508
PARK-IN-LIEU NE	4,393,172	174,290	29,757	19,163	0
PARK-IN-LIEU NW	168,477	260,945	67,638	72,296	199,874
PARK-IN-LIEU SE	185,155	58,794	91,263	20,015	26,729
PARK-IN-LIEU SW	213,446	84,240	24,907	13,081	26,729
PLANNED LOCAL DRAIN'G	1,191,821	643,543	505,827	338,881	274,127
PUBLIC FACILITIES FEE	14,227,851	8,181,479	3,024,501	2,338,612	1,300,296
RANCHO SANTA FE ROAD PROJECT	4,927,526	8,399,786	764,973	668,938	0
REDEVELOPMENT VILLAGE	1,102,804	418,143	432,707	0	0
REDEVELOPMENT SCCRDA	402,109	14,689	3,804	250,000	0
SEWER BENEFIT AREAS	679,619	698,222	458,710	21,179	0
SEWER CONNECTION	2,647,425	2,423,647	1,690,893	1,140,109	31,332,423
SEWER REPLACEMENT	4,747,787	6,912,342	5,327,358	3,991,856	3,264,000
STATE TRANSPORTATION	712,761	1,644,023	1,829,400	1,035,232	1,537,256
TDA	100,462	2,439	35	0	0
TRAFFIC IMPACT FEE	1,902,317	2,898,498	1,283,873	1,428,582	1,146,576
TRANSNET/BIKE	17,175	4,700	2,101	58,681	0
TRANSNET/HIGHWAY	64,774	73,778	57,903	30,338	0
TRANSNET/LOCAL	5,249,511	2,676,734	830,196	9,690,223	2,567,000
TRANSNET/STP	16,615	19,085	15,066	7,915	0
WATER - MAJOR FACILITY	2,717,428	2,506,713	1,428,654	1,133,732	673,493
WATER - RECYCLED WATER	6,310,853	0	0	0	0
WATER - REPLACEMENT	18,996,165	6,115,644	6,215,761	6,164,817	4,769,000
TOTAL CAPITAL FUNDS	105,369,363	101,874,031	45,589,289	50,103,139	60,758,211

Note: Revenues include loans, advances and transfers.

CITY OF CARLSBAD
CAPITAL FUNDS
BUDGET EXPENDITURE SCHEDULE

FUND	2007-2008 ACTUAL EXPENSE	2008-2009 ACTUAL EXPENSE	2009-10 ESTIMATED EXPENSE	2009-10 CONTINUING APPROPR.	**2010-11 NEW APPROPR.**	2010-11 TOTAL CIP APPROPR.
BTD#2 - POINSETTIA LANE/AVIARA PKWY	0	0	232,723	349,302	**0**	349,302
BTD#3 - CANNON ROAD WEST	0	0	88,041	0	**0**	0
CFD #1 - CITYWIDE	3,667,719	486,980	197,269	4,090,630	**210,000**	4,300,630
GAS TAX	1,613,077	1,094,887	313,410	5,973,980	**4,399,298**	10,373,278
GENERAL CAPITAL CONST.	2,389,696	3,427,614	1,995,923	49,913,599	**5,242,205**	55,155,804
GOLF COURSE	4,057,131	0	553,833	141,208	**0**	141,208
GRANTS - FEDERAL	112,202	114,304	242,893	406,192	**1,535,994**	1,942,186
GRANTS - STATE	0	0	0	0	**2,000**	2,000
INFRASTRUCTURE REPLACEMENT	382,953	571,661	411,377	3,787,805	**507,000**	4,294,805
OTHER	17,272,718	3,613,004	1,166,430	8,985,866	**0**	8,985,866
PARK FEE ZONES 5,13,16	0	0	0	0	**0**	0
PARK-IN-LIEU NE	282	3,857,643	0	0	**150,000**	150,000
PARK-IN-LIEU NW	0	0	0	0	**70,000**	70,000
PARK-IN-LIEU SE	0	231,292	22,920	0	**0**	0
PARK-IN-LIEU SW	558,811	0	0	219,100	**0**	219,100
PLANNED LOCAL DRAIN'G	959,121	1,637,207	2,595,062	3,172,700	**0**	3,172,700
PUBLIC FACILITIES FEE	12,904,987	1,611,809	2,844,650	25,566,845	**1,356,656**	26,923,501
RANCHO SANTA FE ROAD PROJECT	2,970,825	2,162,245	12,562,086	1,704,121	**0**	1,704,121
REDEVELOPMENT VILLAGE	836,311	12,130	54,072	345,928	**0**	345,928
REDEVELOPMENT SCCRDA	56,070	0	92,290	157,711	**0**	157,711
SEWER BENEFIT AREAS	2,015,035	0	0	0	**0**	0
SEWER CONNECTION	7,172,160	3,599,563	2,871,217	17,102,436	**26,353,419**	43,455,855
SEWER REPLACEMENT	552,755	5,164,473	5,091,469	13,663,516	**6,843,203**	20,506,719
STATE TRANSPORTATION	28	800,000	2,327,752	1,231,185	**1,642,339**	2,873,524
TDA	95,248	2,935	0	0	**0**	0
TRAFFIC IMPACT FEE	469,949	489,056	2,650,734	10,004,939	**806,000**	10,810,939
TRANSNET/BIKE	14,465	12,188	17,257	60,500	**0**	60,500
TRANSNET/HIGHWAY	3,489	6,188	2,884	954,242	**0**	954,242
TRANSNET/LOCAL	2,468,484	2,693,151	1,344,868	7,289,366	**3,000,000**	10,289,366
TRANSNET/STP	-	0	0	345,000	**0**	345,000
WATER - MAJOR FACILITY	476,120	59,133	1,238,212	4,887,050	**50,000**	4,937,050
WATER - RECYCLED WATER	76,881	38,230	110,027	756,742	**0**	756,742
WATER - REPLACEMENT	5,708,566	2,786,171	2,163,859	15,438,485	**6,157,900**	21,596,385
TOTAL CAPITAL FUNDS	66,835,083	34,471,864	41,191,258	176,548,448	**58,326,014**	234,874,462

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

YEAR 1 2010-11

FUND	BEGINNING BAL 7/1/2010	REVENUE	EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	7,669,719	75,650	0	7,745,369
BTD#3 - CANNON ROAD WEST	115,830	0	0	115,830
CFD #1 - CITYWIDE	54,252,615	1,174,408	210,000	55,217,023
GAS TAX	6,734,186	2,695,149	4,399,298	5,030,037
GENERAL CAPITAL CONST.	18,004,484	912,000	5,242,205	13,674,279
GRANTS - FEDERAL	2,273	1,535,994	1,535,994	2,273
GRANTS - STATE	2,000	0	2,000	0
INFRASTRUCTURE REPLACEMENT	50,187,504	7,179,000	507,000	56,859,504
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,388,189	68,508	0	2,456,697
PARK-IN-LIEU NE	857,286	0	150,000	707,286
PARK-IN-LIEU NW	85,439	199,874	70,000	215,312
PARK-IN-LIEU SE	879,238	26,729	0	905,967
PARK-IN-LIEU SW	366,100	26,729	0	392,829
PLANNED LOCAL DRAIN'G	2,882,408	274,127	0	3,156,535
PUBLIC FACILITIES FEE	16,466,006	1,300,296	1,356,656	16,409,646
RANCHO SANTA FE ROAD PROJECT	3,198,599	0	0	3,198,599
REDEVELOPMENT VILLAGE	100,000	0	0	100,000
REDEVELOPMENT SCCRDA	0	0	0	0
SEWER BENEFIT AREAS	449,880	0	0	449,880
SEWER CONNECTION	590,287	31,332,423	26,353,419	5,569,291
SEWER REPLACEMENT	17,463,440	3,264,000	6,843,203	13,884,237
STATE TRANSPORTATION	105,083	1,537,256	1,642,339	0
TRAFFIC IMPACT FEE	6,135,522	1,146,576	806,000	6,476,098
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	5,673,952	2,567,000	3,000,000	5,240,952
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	16,397,661	673,493	50,000	17,021,154
WATER - REPLACEMENT	26,518,338	4,769,000	6,157,900	25,129,438
TOTAL	241,888,311	60,758,211	58,326,014	244,320,508

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

YEAR 2 2011-12

FUND	BEGINNING BAL 7/1/2011	REVENUE	EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	7,745,369	0	0	7,745,369
BTD#3 - CANNON ROAD WEST	115,830	0	0	115,830
CFD #1 - CITYWIDE	55,217,023	1,112,861	110,000	56,219,884
GAS TAX	5,030,037	2,722,100	4,905,898	2,846,240
GENERAL CAPITAL CONST.	13,674,279	0	2,563,000	11,111,279
GRANTS - FEDERAL	2,273	0	0	2,273
INFRASTRUCTURE REPLACEMENT	56,859,504	7,390,000	282,000	63,967,504
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,456,697	54,301	0	2,510,998
PARK-IN-LIEU NE	707,286	0	0	707,286
PARK-IN-LIEU NW	215,312	178,459	0	393,771
PARK-IN-LIEU SE	905,967	32,075	0	938,042
PARK-IN-LIEU SW	392,829	0	0	392,829
PLANNED LOCAL DRAIN'G	3,156,535	274,127	40,000	3,390,662
PUBLIC FACILITIES FEE	16,409,646	1,210,360	6,650,000	10,970,005
RANCHO SANTA FE ROAD PROJECT	3,198,599	0	0	3,198,599
REDEVELOPMENT VILLAGE	100,000	0	0	100,000
REDEVELOPMENT SCCRDA	0	0	0	0
SEWER BENEFIT AREAS	449,880	466,290	567,000	349,170
SEWER CONNECTION	5,569,291	226,200	1,550,669	4,244,822
SEWER REPLACEMENT	13,884,237	3,329,280	5,644,467	11,569,050
STATE TRANSPORTATION	0	0	0	0
TRAFFIC IMPACT FEE	6,476,098	1,003,040	2,041,860	5,437,277
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	5,240,952	2,644,000	2,985,000	4,899,952
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	17,021,154	583,826	14,814,280	2,790,700
WATER - REPLACEMENT	25,129,438	4,875,600	10,554,589	19,450,449
TOTAL	244,320,508	26,102,519	52,708,763	217,714,264

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

YEAR 3 2012-13

FUND	BEGINNING BAL 7/1/2012	REVENUE	EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	7,745,369	0	0	7,745,369
BTD#3 - CANNON ROAD WEST	115,830	0	0	115,830
CFD #1 - CITYWIDE	56,219,884	1,228,595	110,000	57,338,480
GAS TAX	2,846,240	2,749,321	4,154,500	1,441,061
GENERAL CAPITAL CONST.	11,111,279	0	668,000	10,443,279
GRANTS - FEDERAL	2,273	0	0	2,273
INFRASTRUCTURE REPLACEMENT	63,967,504	7,720,000	0	71,687,504
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,510,998	53,958	0	2,564,956
PARK-IN-LIEU NE	707,286	0	0	707,286
PARK-IN-LIEU NW	393,771	178,459	0	572,230
PARK-IN-LIEU SE	938,042	26,729	0	964,771
PARK-IN-LIEU SW	392,829	0	0	392,829
PLANNED LOCAL DRAIN'G	3,390,662	369,494	40,000	3,720,156
PUBLIC FACILITIES FEE	10,970,005	1,342,519	0	12,312,525
RANCHO SANTA FE ROAD PROJECT	3,198,599	0	0	3,198,599
REDEVELOPMENT VILLAGE	100,000	0	0	100,000
REDEVELOPMENT SCCRDA	0	0	0	0
SEWER BENEFIT AREAS	349,170	16,187	0	365,357
SEWER CONNECTION	4,244,822	2,679,210	3,045,469	3,878,563
SEWER REPLACEMENT	11,569,050	3,395,866	2,655,189	12,309,727
STATE TRANSPORTATION	0	0	0	0
TRAFFIC IMPACT FEE	5,437,277	1,299,209	1,151,000	5,585,486
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	4,899,952	2,765,120	7,060,000	605,072
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	2,790,700	705,727	54,100	3,442,328
WATER - REPLACEMENT	19,450,449	4,984,669	1,959,732	22,475,385
TOTAL	217,714,264	29,515,063	20,897,990	226,331,337

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

YEAR 4 2013-14

FUND	BEGINNING BAL 7/1/2013	REVENUE	EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	7,745,369	75,650	1,600,000	6,221,019
BTD#3 - CANNON ROAD WEST	115,830	0	0	115,830
CFD #1 - CITYWIDE	57,338,480	1,295,769	11,822,100	46,812,149
GAS TAX	1,441,061	2,776,815	2,783,840	1,434,036
GENERAL CAPITAL CONST.	10,443,279	0	618,000	9,825,279
GRANTS - FEDERAL	2,273	0	0	2,273
INFRASTRUCTURE REPLACEMENT	71,687,504	8,114,000	0	79,801,504
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,564,956	14,000	0	2,578,956
PARK-IN-LIEU NE	707,286	534,580	0	1,241,866
PARK-IN-LIEU NW	572,230	185,597	0	757,827
PARK-IN-LIEU SE	964,771	32,075	0	996,846
PARK-IN-LIEU SW	392,829	26,729	0	419,558
PLANNED LOCAL DRAIN'G	3,720,156	383,391	40,000	4,063,547
PUBLIC FACILITIES FEE	12,312,525	1,453,179	1,477,400	12,288,303
RANCHO SANTA FE ROAD PROJECT	3,198,599	0	0	3,198,599
REDEVELOPMENT VILLAGE	100,000	0	0	100,000
REDEVELOPMENT SCCRDA	0	0	0	0
SEWER BENEFIT AREAS	365,357	0	0	365,357
SEWER CONNECTION	3,878,563	426,031	950,419	3,354,175
SEWER REPLACEMENT	12,309,727	3,463,783	6,381,273	9,392,237
STATE TRANSPORTATION	0	0	0	0
TRAFFIC IMPACT FEE	5,585,486	1,312,096	697,000	6,200,582
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	605,072	2,953,664	2,730,000	828,736
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	3,442,328	1,130,859	533,344	4,039,843
WATER - REPLACEMENT	22,475,385	5,096,265	7,882,919	19,688,731
TOTAL	226,331,337	29,274,481	37,516,295	218,089,523

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

YEAR 5 2014-15

FUND	BEGINNING BAL 7/1/2014	REVENUE	EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	6,221,019	1,736,170	0	7,957,189
BTD#3 - CANNON ROAD WEST	115,830	0	0	115,830
CFD #1 - CITYWIDE	46,812,149	1,217,404	110,000	47,919,553
GAS TAX	1,434,036	2,804,583	2,630,500	1,608,119
GENERAL CAPITAL CONST.	9,825,279	0	0	9,825,279
GRANTS - FEDERAL	2,273	0	0	2,273
INFRASTRUCTURE REPLACEMENT	79,801,504	8,639,000	0	88,440,504
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,578,956	18,000	0	2,596,956
PARK-IN-LIEU NE	1,241,866	277,982	0	1,519,848
PARK-IN-LIEU NW	757,827	214,151	0	971,977
PARK-IN-LIEU SE	996,846	32,075	866,100	162,821
PARK-IN-LIEU SW	419,558	53,458	0	473,016
PLANNED LOCAL DRAIN'G	4,063,547	352,798	40,000	4,376,345
PUBLIC FACILITIES FEE	12,288,303	1,107,616	13,201,540	194,380
RANCHO SANTA FE ROAD PROJECT	3,198,599	0	0	3,198,599
REDEVELOPMENT VILLAGE	100,000	0	0	100,000
REDEVELOPMENT SCCRDA	0	0	0	0
SEWER BENEFIT AREAS	365,357	1,200	0	366,557
SEWER CONNECTION	3,354,175	1,270,923	950,191	3,674,907
SEWER REPLACEMENT	9,392,237	3,533,059	1,830,000	11,095,295
STATE TRANSPORTATION	0	0	0	0
TRAFFIC IMPACT FEE	6,200,582	1,161,038	5,658,920	1,702,701
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	828,736	3,134,130	2,600,000	1,362,866
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	4,039,843	938,609	915,200	4,063,251
WATER - REPLACEMENT	19,688,731	5,210,451	969,105	23,930,077
TOTAL	218,089,523	31,702,646	29,771,556	220,020,612

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

YEAR 6-10 2016-20

FUND	BEGINNING BAL 7/1/2015	REVENUE	EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	7,957,189	2,757,111	0	10,714,300
BTD#3 - CANNON ROAD WEST	115,830	711,315	0	827,145
CFD #1 - CITYWIDE	47,919,553	5,298,961	26,210,000	27,008,514
GAS TAX	1,608,119	14,449,253	12,757,646	3,299,726
GENERAL CAPITAL CONST.	9,825,279	0	0	9,825,279
GRANTS - FEDERAL	2,273	0	0	2,273
INFRASTRUCTURE REPLACEMENT	88,440,504	45,835,000	2,819,500	131,456,004
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,596,956	380,539	0	2,977,494
PARK-IN-LIEU NE	1,519,848	662,879	0	2,182,727
PARK-IN-LIEU NW	971,977	1,077,891	0	2,049,868
PARK-IN-LIEU SE	162,821	219,178	0	381,999
PARK-IN-LIEU SW	473,016	1,042,431	0	1,515,447
PLANNED LOCAL DRAIN'G	4,376,345	2,561,227	2,924,714	4,012,858
PUBLIC FACILITIES FEE	194,380	6,386,514	1,300,000	5,280,893
RANCHO SANTA FE ROAD PROJECT	3,198,599	5,763,261	0	8,961,860
REDEVELOPMENT VILLAGE	100,000	850,000	950,000	0
REDEVELOPMENT SCCRDA	0	0	0	0
SEWER BENEFIT AREAS	366,557	43,200	0	409,757
SEWER CONNECTION	3,674,907	1,887,974	110,000	5,452,880
SEWER REPLACEMENT	11,095,295	18,753,902	9,094,600	20,754,597
STATE TRANSPORTATION	0	0	0	0
TRAFFIC IMPACT FEE	1,702,701	8,346,619	5,401,640	4,647,680
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	1,362,866	15,980,799	13,500,000	3,843,665
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	4,063,251	5,833,186	7,435,896	2,460,541
WATER - REPLACEMENT	23,930,077	27,657,704	3,744,520	47,843,261
TOTAL	220,020,612	166,498,944	86,248,516	300,271,040

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

2021 to Buildout

FUND	BEGINNING BAL 7/1/2020	REVENUE	EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	10,714,300	7,328,141	12,959,158	5,083,283
BTD#3 - CANNON ROAD WEST	827,145	3,059,387	0	3,886,532
CFD #1 - CITYWIDE	27,008,514	3,492,270	30,003,017	497,767
GAS TAX	3,299,726	15,186,310	12,387,000	6,099,036
GENERAL CAPITAL CONST.	9,825,279	250,000	0	10,075,279
GRANTS - FEDERAL	2,273	0	0	2,273
GRANTS - STATE	0	0	0	0
INFRASTRUCTURE REPLACEMENT	131,456,004	45,835,000	0	177,291,004
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,977,494	885,277	3,400,000	462,771
PARK-IN-LIEU NE	2,182,727	4,677,575	6,200,000	660,302
PARK-IN-LIEU NW	2,049,868	2,776,818	1,751,776	3,074,910
PARK-IN-LIEU SE	381,999	390,243	0	772,242
PARK-IN-LIEU SW	1,515,447	3,025,723	2,806,648	1,734,522
PLANNED LOCAL DRAIN'G	4,012,858	6,280,581	10,145,411	148,029
PUBLIC FACILITIES FEE	5,280,893	21,688,225	25,633,446	1,335,673
RANCHO SANTA FE ROAD PROJECT	8,961,860	502,250	0	9,464,110
REDEVELOPMENT VILLAGE	0	0	0	0
REDEVELOPMENT SCCRDA	0	250,000	250,000	0
SEWER BENEFIT AREAS	409,757	620,256	450,000	580,013
SEWER CONNECTION	5,452,880	4,412,523	22,000	9,843,403
SEWER REPLACEMENT	20,754,597	21,155,823	19,490,680	22,419,741
STATE TRANSPORTATION	0	0	0	0
TRAFFIC IMPACT FEE	4,647,680	17,349,505	15,602,832	6,394,353
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	3,843,665	16,197,952	12,500,000	7,541,616
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	2,460,541	12,857,963	797,888	14,520,616
WATER - REPLACEMENT	47,843,261	30,759,824	0	78,603,085
TOTAL	300,271,040	218,981,648	154,399,856	364,852,832

CITY OF CARLSBAD
CAPITAL FUNDS
ANALYSIS OF AVAILABLE BALANCES
FY 2010-2011 TO BUILDOUT

GRAND TOTALS ALL YEARS

FUND	BEGINNING BALANCE	TOTAL REVENUE	TOTAL EXPENDITURES	ENDING
BTD#2 - POINSETTIA LANE/AVIARA PKWY	7,669,719	11,972,722	14,559,158	5,083,283
BTD#3 - CANNON ROAD WEST	115,830	3,770,702	0	3,886,532
CFD #1 - CITYWIDE	54,252,615	14,820,269	68,575,117	497,767
GAS TAX	6,734,186	43,383,532	44,018,682	6,099,036
GENERAL CAPITAL CONST.	18,004,484	1,162,000	9,091,205	10,075,279
GRANTS - FEDERAL	2,273	1,535,994	1,535,994	2,273
GRANTS - STATE	2,000	0	2,000	0
INFRASTRUCTURE REPLACEMENT	50,187,504	130,712,000	3,608,500	177,291,004
OTHER	3,927,262	0	0	3,927,262
PARK FEE ZONES 5,13,16	2,388,189	1,474,582	3,400,000	462,771
PARK-IN-LIEU NE	857,286	6,153,016	6,350,000	660,302
PARK-IN-LIEU NW	85,439	4,811,248	1,821,776	3,074,910
PARK-IN-LIEU SE	879,238	759,104	866,100	772,242
PARK-IN-LIEU SW	366,100	4,175,070	2,806,648	1,734,522
PLANNED LOCAL DRAIN'G	2,882,408	10,495,745	13,230,125	148,029
PUBLIC FACILITIES FEE	16,466,006	34,488,709	49,619,042	1,335,673
RANCHO SANTA FE ROAD PROJECT	3,198,599	6,265,511	0	9,464,110
REDEVELOPMENT VILLAGE	100,000	850,000	950,000	0
REDEVELOPMENT SCCRDA	0	250,000	250,000	0
SEWER BENEFIT AREAS	449,880	1,147,133	1,017,000	580,013
SEWER CONNECTION	590,287	42,235,283	32,982,167	9,843,403
SEWER REPLACEMENT	17,463,440	56,895,713	51,939,412	22,419,741
STATE TRANSPORTATION	105,083	1,537,256	1,642,339	0
TRAFFIC IMPACT FEE	6,135,522	31,618,083	31,359,252	6,394,353
TRANSNET/BIKE	23,360	0	0	23,360
TRANSNET/HIGHWAY	402,531	0	0	402,531
TRANSNET/LOCAL	5,673,952	46,242,664	44,375,000	7,541,616
TRANSNET/STP	9,117	0	0	9,117
WATER - MAJOR FACILITY	16,397,661	22,723,663	24,600,708	14,520,616
WATER - REPLACEMENT	26,518,338	83,353,513	31,268,765	78,603,085
TOTAL	241,888,311	562,833,511	439,868,990	364,852,832

GLOSSARY OF CAPITAL PROJECT FUNDING SOURCES

Assessments Districts (ASMT DIST) - Capital projects financed by the issuance of Assessment District bonds. Projects include street construction and improvements to Alga Road, College Boulevard, and the proposed Poinsettia Lane East district.

Bridge and Thoroughfare Districts - Bridge and Thoroughfare District No. 3 developer fees to partially fund Cannon Road improvements. Bridge and Thoroughfare District No. 2 developer fees to partially fund the Poinsettia Lane and Aviara Parkway street construction project.

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

CFD #3 - The newly established City of Carlsbad Community Facilities District No. 3 will fund improvements within the Faraday/Melrose area.

Federal Grants (FED GRNT) - Projects funded from Federal Grants include the Coastal Rail Trail and the Carlsbad Boulevard Encinas Creek Bridge Replacement.

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

General Capital Const. (GCC) - General Capital Construction funds, created through fund transfers from the City's General Fund, are used to fund various municipal and other capital projects.

Golf Course - The Golf Course Enterprise fund is used to pay for construction of the City's Municipal Golf Course.

Infrastructure Replacement Fund - 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 such as College-Cannon and Faraday-Melrose, or 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: PIL Area 1 NW, PIL Area 2 NE, PIL Area 3 SW, and PIL Area 4 SE.

Planned Local Drainage (PLD) - Drainage facilities necessitated by growth are paid from developer Planned Local Drainage Fees.

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

Sewer Benefit Area Fees (SEW BENEF) - Development fees collected for the construction and improvement of interceptor systems located within specific Benefit Areas.

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.

State Grants (ST GRANT) - State Grants include funding for the Coastal Rail Trail and Traffic Congestion Relief Funds.

Tax Increment Bond (REDVL VILLAGE) - Property taxes generated by increases in assessed values in the Redevelopment project area. Funds are used to repay Tax Increment Bonds and finance land acquisition and project construction in the downtown Village district.

Tax Increment (REDVL SCCRDA) – Property taxes generated by increases in assessed values in the South Carlsbad Coastal Redevelopment project area. Funds are used to pay for project construction and land acquisition in the south Carlsbad district.

TDA - City street and bicycle projects 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 various water projects.

Water Replacement (WATER REPL) - Water Replacement funds are included in water utility rates and pay for the repair and replacement of existing water lines and facilities.

Water Recycled (RECL WATER) – Revenues used to fund Recycled Water projects, including Federal and State grants and loans for construction of the Phase II facility, pipelines, flow equalization, and reservoir improvements.

Zone 5, 13, 16 Park Fee (ZONE 5) - Fees paid by development in Local Facilities Management Zones 5, 13, and 16 to fund the proposed Business Park Recreational Facility in the City's industrial corridor.

Appendices

Operating Budget & Capital Improvement Program
FY 2010-2011

CITY OF CARLSBAD
PLANNED MAJOR CAPITAL OUTLAY ITEMS 2010-11
(Greater than $10,000)

OTHER FUNDS				
Org Key	**Department**	**Item Description**	**Qty**	**One-Time Cost**
1381010	**Local Cable Infrastructure**	Video storage network	1	$ 19,173
		Audio/speaker system for Faraday 173A&B	1	$ 17,954
		LOCAL CABLE INFRASTRUCTURE SUBTOTAL		**$ 37,127**
5016310	**Water Operations**	AMR Collector	1	$ 12,237
		WATER OPERATIONS SUBTOTAL		**$ 12,237**
6215461	**Fleet Maintenance**	1 Ton Flatbed Truck (P703)	1	$ 32,000
		10 Cu Yd. Dump Truck (S649)	1	$ 145,000
		3/4 Ton Pickup Truck	1	$ 29,000
		Compact Pickup (A880)	1	$ 26,000
		Compact Pickup (S853)	1	$ 20,000
		Full Size Sedan (F813)	1	$ 28,000
		Full Size SUV 4x2 (A960)	1	$ 26,000
		Mobile Intensive Care Unit (F069)	1	$ 158,000
		Motorcycle, Full Size BMW (A023)	1	$ 24,000
		Motorcycle, Full Size BMW (A025)	1	$ 24,000
		Motorcycle, Full Size BMW (A026)	1	$ 24,000
		Roller (S621)	1	$ 35,000
		Sedan, Police (A044)	1	$ 36,500
		Sedan, Police (A047)	1	$ 36,500
		Sedan, Police (A049)	1	$ 36,500
		Sedan, Police (A061)	1	$ 36,500
		Sedan, Police (A074)	1	$ 36,500
		Sedan, Police (A075)	1	$ 36,500
		Small Forklift (W503)	1	$ 25,000
		SUV, Intermediate (Z698)	1	$ 25,000
		SUV, Intermediate (Z751)	1	$ 25,000
		Trailer, Large (S555)	1	$ 20,000
		Trailer, Medium (P645)	1	$ 16,000
		Trailer, Medium (S435)	1	$ 16,000
		Vactor Truck (U712)	1	$ 343,000
		FLEET MAINTENANCE SUBTOTAL		**$ 1,260,000**
640171X	**Information Technology**	Server Replacements	12	$ 107,950
		SAN fiber switch replacement	1	$ 48,938
		INFORMATION TECHNOLOGY SUBTOTAL		**$ 156,888**
		GRAND TOTAL MAJOR CAPITAL OUTLAY		**$ 1,466,252**

*Major Capital Outlay only includes items of $10,000 or greater.

PRELIMINARY

CITY OF CARLSBAD

OUT-OF-STATE TRAVEL BUDGET 2010-11

GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2010-11 BUDGET
0010110	CITY COUNCIL	TLG Annual Conference (May 2011)	2	Florida	$2,400
		Legislative Meetings	1	Washington, DC	$2,600
		CITY COUNCIL TOTAL			**$5,000**
0010210	CITY CLERK	International Institute of Municipal Clerks Annual Conference	1	Nashville, TN	$2,500
		CITY CLERK TOTAL			**$2,500**
0010310	TREASURY	Association of Public Treasurers of US & Canada	1	Charleston, SC	$2,545
		TREASURY TOTAL			**$2,545**
0011010	CITY MANAGER	Legislative Meetings	2	Washington, DC	$2,100
		TLG Annual Conference (May 2011)	1	Florida	$1,750
		CITY MANAGER TOTAL			**$3,850**
0011012	COMMUNICATIONS	PRSA Conference	1	TBD	$2,700
		COMMUNICATIONS TOTAL			**$2,700**
0011015	VIDEO PRODUCTION	NATOA	1	TBD	$2,500
		VIDEO PRODUCTION TOTAL			**$2,500**
0011210	CITY ATTORNEY	IMLA Annual Conference	1	New Orleans, LA	$2,150
		IMLA Mid-Year Conference	1	Washington, DC	$2,100
		CITY ATTORNEY TOTAL			**$4,250**
0011310	FINANCE	Lawson Business Intelligence Training (HCMS system)	2	St. Paul, MN	$3,700
		FINANCE TOTAL			**$3,700**
0011510	HUMAN RESOURCES	Lawson Software Annual Conference (HCMS system)	1	TBD	$3,600
		HUMAN RESOURCES TOTAL			**$3,600**
0011610	RECORDS MANAGEMENT	AIIM - Records Management	1	TBD	$3,000
		RECORDS MANAGEMENT TOTAL			**$3,000**
0012130	POLICE - INVESTIGATIONS	Inter/Intra-state travel for suspect and/or witness interviews	TBD	TBD	$1,000
		POLICE INVESTIGATIONS TOTAL			**$1,000**
0012131	POLICE - NARCOTICS	Inter/Intra-state travel for suspect and/or witness itnerviews	TBD	TBD	$400
		POLICE NARCOTICS TOTAL			**$400**
0012210	STRATEGIC CHANGE TEAM	TLG Annual Conference (May 2011)	2	Florida	$2,400
		STRATEGIC CHANGE TEAM TOTAL			**$2,400**
0014070	LIBRARY	COSUGI 2010 - Annual Library Automation System	1	Phoenix, AZ	$1,820
		LIBRARY TOTAL			**$1,820**
0014510	PARKS & RECREATION	National Parks & Rec Assoc Conf. (NRPA)	2	Minneapolis, MN	$4,500
		American Society of Landscape Architects Conference	1	Washington, DC	$2,000
		Revenue Development & Mgmt School	1	Wheeling, WV	$2,500
		PARKS & RECREATION TOTAL			**$9,000**
0018210	TRANSPORTATION - Street Maintenance	Maintenance Superintendents Association Mtg.	1	TBD	$3,000
		TRANSPORTATION TOTAL			**$3,000**
		GENERAL FUND SUBTOTAL			**$51,265**

CITY OF CARLSBAD
OUT-OF-STATE TRAVEL BUDGET 2010-11

NON-GENERAL FUND					
ORG KEY	DEPARTMENT	TRAVEL DESCRIPTION	# OF PEOPLE	DESTINATION	2010-11 BUDGET
5016310	WATER OPERATIONS	APWA Conference	1	Boston, MA	$2,350
		Tri-State Seminar	2	Nevada	$1,200
		ABPA -American Backflow Prevention Assoc Conference	1	TBD	$1,860
		Western Regional Backflow Conference	2	Las Vegas	$2,800
		Itron User Conference	1	Orlando, FL	$1,120
		WaterSmart Innovations Conference	1	Las Vegas	$825
		AutoCad University	1	Las Vegas	$2,850
		AssetWorks User Conference	1	Georgia	$1,500
		Customer Service/Info Mgt Tech Annual Conference	1	Dallas, TX	$2,100
		WATER OPERATIONS TOTAL			**$16,605**
5026310	RECYCLED WATER	Tri State Seminar	1	Nevada	$600
		RECYCLED WATER TOTAL			**$600**
5116310	WASTEWATER	Tri State Seminar	2	Nevada	$1,200
		American Society of Civil Eng Pipelines	2	Keystone, CO	$3,200
		WEFTEC Conference	2	New Orleans, LA	$4,000
		WASTEWATER TOTAL			**$8,400**
5215110	PEM - STORM WATER PROTECTION	Storm Con	2	San Antonio, TX	$4,000
		PEM-STORM WATER PROTECTION TOTAL			**$4,000**
5216310	STORM DRAIN MAINTENANCE	Tri State Seminar	1	Nevada	$600
		STORM DRAIN MAINTENANCE TOTAL			**$600**
6205460	PEM - FLEET MAINTENANCE	AssetWorks User Conference	1	Georgia	$3,000
		FLEET MAINTENANCE TOTAL			**$3,000**
640XXXX	INFORMATION TECHNOLOGY	Gartner Symposium	1	Las Vegas	$2,200
		Filenet Conference	1	Las Vegas	$2,500
		SharePoint Conference	1	Las Vegas	$2,000
		Microsoft BI Conference	1	Western, US	$3,000
		IT Financial, Procurement & Business Analysis	1	Washington, DC	$2,000
		INFORMATION TECHNOLOGY TOTAL			**$11,700**
		NON GENERAL FUND SUBTOTAL			**$44,905**
GRAND TOTAL OUT OF STATE TRAVEL					**$96,170**

GLOSSARY

Appropriation - A specific amount of money authorized by the City Council for an approved work program or individual project.

Assessed Valuation - A dollar value placed on real estate or other property by San Diego County as a basis for levying property taxes.

Balanced Budget - A budget in which planned expenditures do not exceed planned funds available.

Beginning/Ending Fund Balance - Unencumbered resources available in a fund from the prior/current year after payment of the prior/current year expenses.

Bond - A certificate of debt issued by an entity, guaranteeing payment of the original investment, plus interest, by a specified future date.

Budget - An annual financial plan that identifies revenues, types and levels of services to be provided, and the amount of funds that can be spent. Carlsbad's Operating Budget encompasses one fiscal year, as does the Capital Improvement Program appropriation.

Capital Improvement Program - A multi-year financial plan containing proposed construction of physical assets such as park, street, sewerage, and recreation facilities. This program has identified all projects which are the responsibility of the City between the present to buildout.

Capital Outlay - Equipment (fixed assets) with a value $1,000 or more and an estimated useful life of more than one year, such as automobiles and office furniture, which appear in the Operating budget.

Cost Allocation - A method used to charge General fund overhead costs to other funds, such as Enterprise funds and Internal Service funds.

Debt Service - The payment of principal and interest on borrowed funds such as bonds.

Department - An organizational unit comprised of programs or divisions. Examples include the Police Department, Library Department, and Human Resources Department.

Encumbrance - A legal obligation to pay funds, an expenditure of which has not yet occurred.

Enterprise Fund - A fund type established to account for the total costs of selected governmental facilities and services that are operated similar to private enterprises. These programs are entirely self-supported, and include the Water and Sanitation Departments.

Expenditure - The actual spending of funds set aside by appropriation for identified goods and services.

Fee - A general term used for any charge levied by government for providing a service or permitting an activity.

Fiscal Year - A twelve-month period of time designated as the budget year. Carlsbad's fiscal year is from July 1 to June 30.

Fund - A set of interrelated accounts to record revenues and expenditures associated with a specific purpose.

Fund Balance - The amount of financial resources available for use.

General Fund - The primary fund used by the City for which revenues and expenditures are not legally restricted for use. Examples of departments operating within the General fund include Fire, Library, and the City Manager's Office.

Grant - Contributions of cash or other assets from another governmental agency to be used or expended for a specified purpose, activity, or facility.

Growth Management Plan - A comprehensive approach to land-use planning ensuring controlled and managed growth within the City, while providing designated public facilities.

Growth Management Standards - Standards for acceptable service levels that have been established for eleven public facility categories.

Interfund Transfers - Payments from one fund to another fund, primarily for work or services provided.

Internal Service Fund - A fund that provides services to all City departments, and bills the various other funds for services rendered. Examples of Internal Service funds include Fleet Maintenance, Information Systems, and Workers' Compensation Insurance.

Maintenance and Operation - A general category used for classifying expenditures for materials, supplies, and services that are normally used within the fiscal year.

Operating Budget - The annual appropriation of funds for ongoing program costs, which include salaries, benefits, maintenance, operation, and capital outlay items.

Operating Costs - Estimated expenses that can be expected to occur following the construction of a Capital Improvement Project.

Personnel - Costs associated with providing the staff necessary to provide the desired levels of services. Included are both salary and benefit costs.

Revenues - Amount of funds received from the collection of taxes, fees, permits, licenses, interest, and grants during the fiscal year.

Special Revenue Funds - A fund that collects revenues that are restricted by the City, State, or federal government as the method by which they may be spent.