



CARLSBAD

STRATEGIC PLAN 2026 PROGRESS REPORT

Introduction

On Oct. 11, 2022, the City Council approved a 5-year Carlsbad Strategic Plan (2023-2027) to focus city resources toward fulfilling the Carlsbad community’s vision for the future. The plan includes high-level goals, objectives, priority projects and service commitments.

The five goals in the plan are:

- Community character: *Maintain Carlsbad’s unique community character and connectedness*
- Quality of life and safety: *Prioritize the safety and well-being of the community*
- Sustainability and the natural environment: *Protect the environment and natural resources*
- Economic vitality: *Foster a healthy local economy*
- Organizational excellence and fiscal health: *Be a model for effective and efficient local government*

This update provides information on the Strategic Plan Objectives and Priority Projects and the actions that have been taken to support them. The resources to implement the 5-year Strategic Plan are approved each year through the annual city budget process.

Annual check in

This report mainly covers actions through Dec. 31, 2025. In addition to providing an update on actions completed and those planned for the year ahead, the report provides a snapshot of which objectives and priority projects are completed or on track to be complete during the current planning period and which are not, as indicated by the symbols described below. This will allow the City Council to consider options for reprioritizing work, adding resources, adjusting timelines, or some combination of those. The report also identifies projects that have been changed or are no longer proceeding due to prior City Council direction. Resources approved in the FY 2026-27 city budget will support city efforts to advance the plan in the coming year.



Achieved or exceeded Strategic Plan target



On track to meet Strategic Plan target



Not on track to meet Strategic Plan target



Work stopped due to City Council direction



Goal: Community Character

Maintain Carlsbad's unique community character and connectedness

5-year vision

Even though the city has grown and changed, residents agree that it still has the small-town beach community character and connectedness that made them want to live here in the first place. Diverse community members of all ages enjoy participating in the wide array of programs and events offered by the city, where they run into neighbors, meet new friends and, mostly importantly, feel welcome and included.



Objectives: 5 of 5 on track



Priority projects: 76% on track





Objective 1

Work with the community to develop a new approach to maintain quality of life while managing growth in Carlsbad, consistent with state law.

What's been done

3/8/22	City Council formed the Carlsbad Tomorrow Growth Management Citizens Committee to make recommendations for future growth management program
3/30/22	Citizens Committee held first of 15 meetings
4/20/23	Citizens Committee completed its work, issuing recommendations for the City Council's consideration
7/18/23	City Council accepted the Citizens Committee recommendations
7/19/23	Staff began work on an implementation plan based on the City Council's direction
11/19/24	City Council approved the implementation plan to amend the growth management program
4/15/25	City Council received an update on recent state housing laws and how they could affect Carlsbad
11/6/25	Awarded contract to consultant to complete comprehensive evaluation of funding for public facilities infrastructure, ensuring that city-imposed fees and taxes are sufficient to support both current and future development needs

What's next

Summer 2026	City Council to consider recommended amendments to city policy documents and ordinances governing the growth management program
Summer 2027	City Council to consider recommended amendments to public facility development impact fees





Objective 2

Develop objective design standards for multifamily housing throughout the city.

What's been done

3/8/22	City Council formed a citizens committee to provide input on Village & Barrio design standards
4/25/22	Committee held first of four meetings
7/19/23	Planning Commission recommended City Council approval of objective design standards to apply citywide and those specific to the Village & Barrio areas
8/29/23	City Council approved both citywide and Village & Barrio-specific objective design standards
1/3/24	Submitted objective design standards to the California Coastal Commission for review
11/6/24	Planning Commission reviewed first project subject to the new design standards
1/28/25	City Council reviewed and approved first project subject to the new design standards
2/6/25	Coastal Commission approved citywide and Village & Barrio objective design standards with minor amendments (for applications located within the Coastal Zone)
5/20/25	City Council approved the Coastal Commission's proposed modifications to the Village & Barrio and citywide objective design standards
6/20/25	Objective design standards took effect in the Coastal Zone

What's next

Ongoing Planning Commission and/or City Council to consider development applications for multifamily housing subject to the established objective design standards





Objective 3

Create opportunities for more affordable housing in Carlsbad by implementing the policies and programs in the 2021-2029 Housing Element.

What’s been done

3/22/22	City Council adopted amendments to Inclusionary Housing Policy and in lieu fee
5/23/23	City Council adopted Zoning Ordinance amendments to encourage development of accessory dwelling units and received a report on permit-ready accessory dwelling unit (ADU) plans
6/1/23	Staff launched awareness campaign for availability of ADU plans
1/30/24	City Council approved rezoning 16 properties to accommodate Carlsbad’s share of the region’s housing needs
8/20/24	City Council adopted an ordinance to prohibit smoking in multi-unit housing
9/1/24	Staff began outreach efforts to raise awareness of new rules under the smoke-free multi-unit housing ordinance
2024	Added 159 new affordable units to the city in 2024
2024	As part of the Affordable Housing Resale program, nine at-risk lower-income units were acquired and eight were resold to eligible low-income buyers
1/1/25	Smoke-free multi-unit housing ordinance went into effect
8/15/25	Coastal Commission approved rezoning of seven properties in the Coastal Zone to accommodate Carlsbad’s share of the region’s housing needs
12/9/25	City Council approved modifications requested by the Coastal Commission and corrected mapping errors on four properties
2025	Added 73 new affordable units to the city in 2025
2025	Four at-risk lower-income units were acquired and resold to low-income buyers through the Affordable Housing Resale program, including one unit that was added to the program this year - since the program began in 2021, 27 units have been acquired and 26 have been resold

What’s next

Early 2026	City Council to consider proposed updates to Real Estate Strategic Plan, including a staff recommendation to allow residential development on city-owned sites and incorporate a high-level of affordable units (at least 40% of residential units)
Ongoing	Staff to continue implementing Housing Element policies and programs and provide annual Housing Element progress reports to the City Council



Objective 4

Work with the San Diego Association of Governments and the North County Transit District to prioritize, determine costs, and work with state and federal representatives to seek funding for preliminary design and technical studies for lowering the railroad tracks in the Village.

What's been done

2022-2026	City Council Members, staff and consultants engaged in direct federal, state and local government advocacy
6/13/23	City Council appropriated \$5.22 million in FY 2023-24 to fund a local match for grant opportunities
4/28/24	Staff submitted FY 2025 federal funding request to Congressman Levin and Senator Padilla
5/3/24	Staff toured the San Gabriel and Alameda Corridor railroad trenches with the San Diego Association of Governments (SANDAG) and the North County Transit District (NCTD)
6/25/24	City Council approved a Memorandum of Understanding (MOU) with SANDAG and NCTD to jointly pursue grant funding and committing to provide up to \$5.22 million in local matching funds
6/27/24	U.S. House of Representatives FY 2025 Transportation, Housing, and Urban Development appropriations bill passed with \$850,000 in community project funding
9/10/24	Partnered with SANDAG and NCTD to apply for U.S. Department of Transportation Rail Crossing Elimination Program grant - no funding awarded
12/16/24	Staff received NCTD's preliminary assessment of railroad trench construction alternatives
3/15/25	Year-long Continuing Resolution negated federal FY 2025 community project funding
5/9/25	SANDAG Board of Directors adopted FY 2026 Program Budget with \$21.181 million to fund preliminary engineering and environmental clearance as a Capital Program Future Project
2/4/26	FY 2026 federal Transportation, Housing and Urban Development funding bill signed with \$1 million in community project funding for the City of Carlsbad: Carlsbad Village Railroad Double Tracking Trenching Project

What's next

2026	SANDAG to consider adoption of FY 2027 Program Budget with \$20.181 million proposed to complete preliminary design and environmental clearance
2026-2029	Support SANDAG and NCTD throughout design and environmental clearance phase



Objective 5

Develop, implement and promote programs that enhance wellness, socialization, inclusion and active living.

What's been done

1/23	Hosted the Winter Reading Challenge, with the community reading a total of 142,926 minutes
4/23	Continued community reading program, Carlsbad Reads Together with author event held virtually for the third year and 24 related programs and book clubs held throughout the month
6/23/23	Nearly 4,000 programs were offered by the Parks & Recreation and Library & Cultural Arts departments in FY 2022-23
9/26/23	City Council approved the Parks & Recreation Department Master Plan
2023	Awarded \$111,163 in community arts grants to support 26 projects
2023	Held six trail volunteer events, six TGIF Concerts in the Parks and 11 community events
2023	Offered the Summer Reading Adventure, engaging 2,626 participants
1/24	Hosted the Winter Reading Challenge, with the community reading a total of 294,883 minutes
4/24	Hosted the 20 th year of Carlsbad Reads Together with in-person author event and 27 related programs held throughout the month
2024	Awarded \$117,120 in community arts grants to support 27 projects
8/10/24	Offered the Summer Reading Adventure, engaging 3,100 participants who read a combined 1.5 million minutes
2024	Offered social and learning opportunities for older adults through the End of Summer Bash and provided wellness programs, including chair yoga, sound baths and outdoor Tai Chi in partnership with the County of San Diego
2024	Held seven trail volunteer events, nine TGIF Concerts in the Parks and 11 community events
FY 2024-25	Awarded \$35,989 in opportunity grants to support community participation in recreation programs and memberships
1/25	Hosted the Winter Reading Challenge, with the community reading a total of 313,787 minutes
3/29/25	Completed audio-visual upgrade at the Schulman Auditorium
4/25	Hosted Carlsbad Reads Together with in-person author event and 18 related programs held throughout the month

5/18/25	Returned Sunday hours to Cole Library, Dove Library and the Cannon Art Gallery
8/10/25	Offered the Summer Reading Adventure, engaging 3,124 participants who read nearly two million minutes combined
9/27/25	In partnership with the Carlsbad Chamber of Commerce and its Aging Services Committee, the Senior Center hosted the fourth annual Older & Bolder Expo featuring 40 vendors and serving over 350 community members
10/7/25	City Council approved public art design for Veterans Memorial Park
11/13/25	Opened the first permanent StoryWalk at Buena Vista Reservoir Park
2025	Held nine TGIF Concerts in the Parks, 14 community events and two teen events
2025	Awarded \$117,128 in community arts grants to support 26 projects
2025	Partnered with community organizations to grow the city's "library of things" to include induction cooktops, stargazing kits, hiking backpacks, State Parks passes and STEAM kits
2025	Introduced two new reading challenges – 50 Books Before Middle School Promotion, and 100 Books Before High School Graduation – adding to the existing 1000 Books Before Kindergarten
2025	Provided 884 historic and botanical public walking tours at Leo Carrillo Ranch
2025	Issued 46 citywide special event permits
2025	Served 25,316 meals through the Carlsbad Senior Center nutrition program, and distributed 90 benefit cards through the county's Senior Farmers' Market Nutrition Program offering access to fresh, locally grown produce
2025	Introduced a new Fit Hit, low-impact workout program at the Alga Norte Aquatic Center
2025	Processed 28,402 total registrations in recreation program offerings
2025	Introduced a new pee-wee multi-sports program for youth ages 3-5
1/26	Hosted the Winter Reading Challenge, with the community reading a total of 417,242 minutes

What's next

4/26	Hold Carlsbad Reads Together
2026	Work with the community to develop public art for Barrio traffic circle and Chestnut Underpass
2026	Introduce a new pickleball league at Stagecoach and Calavera Hills community centers, along with a coed adult volleyball league at Stagecoach Community Center

2026	Hold nine TGIF Concerts in the Parks, 14 community events and two teen events each year
2026	Reopen the renovated and expanded Monroe Street Pool to resume daily operations and added recreation programming
Ongoing	Issue several dozen citywide special events permits each year
Ongoing	Provide several hundred historic and botanical public walking tours at Leo Carrillo Ranch
Ongoing	Partner with the Carlsbad Chamber of Commerce and its Aging Services Committee to host the annual Older & Bolder Expo at the Senior Center
Ongoing	Offer several thousand meals through the Carlsbad Senior Center nutrition program, and distribute hundreds of benefit cards through the county's Senior Farmers' Market Nutrition Program, offering access to fresh, locally grown produce
Ongoing	Host the Senior Summer Bash and continue partnerships that support age-friendly initiatives and intergenerational programs
Ongoing	Award several thousand dollars in opportunity grants to support community participation in recreation programs and memberships each year



Priority Projects

-  Complete design work for the Monroe Street Pool Renovation and Replacement Project
-  Complete design and permitting for the South Carlsbad Boulevard Realignment between Manzano Drive and Island Way
-  Complete conceptual design for the South Carlsbad Coastline Project
-  Complete plans, specifications, bidding and construction of Veterans Memorial Park
-  Complete conceptual design/master plan and permitting for Robertson Ranch Community Park
-  Complete conceptual design/master plan for Business Park Recreational Facility (Zone 5 Park)
-  Complete design and construction of a community garden at Stagecoach Community Park
-  Complete the installation of additional pedestrian lighting throughout the Village as part of the Carlsbad Village Lighting Study
-  Complete a feasibility study to make Tyler Street in the Barrio one-way
-  Complete construction of new traffic circle and other traffic calming measures at intersections in the Barrio in accordance with Sept. 2025 City Council direction
-  Complete a feasibility study for turning part of Grand Avenue into a pedestrian only “Grand Promenade”
-  Enhance existing crosswalks on Carlsbad Boulevard between Mountain View Drive and Tamarack Avenue
-  Begin construction of walking, biking and traffic improvements in the Terramar area including road resurfacing, restriping and new sidewalks in accordance with Oct. 2025 City Council direction
-  Implement a new intelligent parking program in the Village
-  Initiate the installation of new pedestrian lighting along main sidewalks in the Barrio
-  Enhance bike lanes by adding green paint to conflict areas at various locations citywide including Carlsbad Boulevard, La Costa Avenue, Cannon Road and Jefferson Street
-  Audio-visual upgrade/replacement for the Schulman Auditorium



Goal: Quality of Life and Safety

Prioritize the safety and well-being of the community

5-year vision

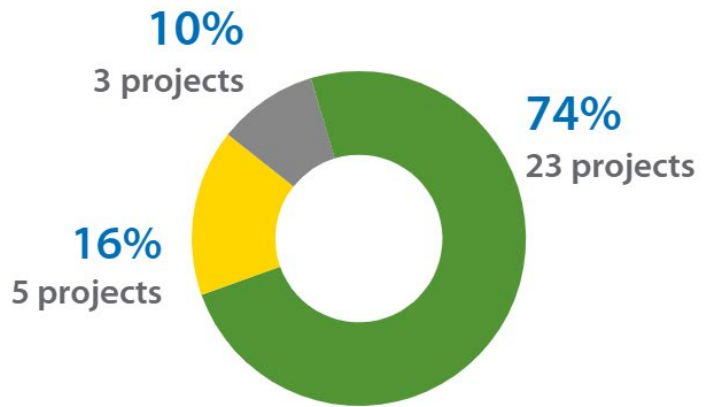
The City of Carlsbad remains one of the safest cities in the region due to new investments in fire and emergency medical services and a well-equipped and highly trained Police Department that enjoys excellent relationships with the community. Critical infrastructure like roads and pipes are well-maintained, while parks, community centers, libraries and other facilities reflect the community's high standards.



Objectives: 4 of 4 on track



Priority projects: 74% on track





Objective 1

Enhance the quality of life for everyone in Carlsbad by adopting and implementing an updated Homeless Response Plan that addresses the complex needs of individuals experiencing, or at risk of experiencing homelessness in a compassionate and effective manner and reduces the impacts of homelessness on the community.

What's been done

2/7/23	City Council approved the Carlsbad Homeless Action Plan
2023	Secured \$468,000 in U.S. Department of Housing and Urban Development (HUD) funding for rapid re-housing and a \$2.4 million state grant to address encampments, and received \$2 million County of San Diego grant award to expand La Posada de Guadalupe shelter
5/23/23	City Council adopted Zoning Ordinance amendments to increase and clarify allowances for supportive housing, low barrier navigation centers and emergency shelters
2024	Secured \$11.4 million in state funding for a joint Carlsbad/Oceanside project to address encampments along State Route 78, \$552,000 in HUD funding for rapid re-housing, and \$3 million in state funding to address people living in their cars in the Village and Barrio areas
2024	Secured a temporary state waiver allowing 50 existing, but often unused beds at La Posada de Guadalupe shelter to serve homeless individuals, not just farm workers, through March 2025
FY 2023-24	89 people experiencing homelessness were transitioned into permanent housing
FY 2023-24	Police calls for service related to homelessness decreased by 16%
1/14/25	City Council directed staff to advocate for state legislation to permanently allow existing beds at La Posada de Guadalupe shelter to serve homeless individuals, not just farm workers, due to a reduced need for year-round farmworker shelter
1/28/25	City Council received FY 2023-24 Annual Report on the Homelessness Action Plan and approved FY 2025-26 Homelessness Action Plan Funding Plan
FY 2024-25	Initiated substance use disorder outreach and education services using opioid settlement funds
FY 2024-25	148 people experiencing homelessness were transitioned into permanent housing
FY 2024-25	Police calls for service related to homelessness decreased by 44%
1/28/25	City Council accepted \$3 million in grant funding for a 3-year vehicle outreach program to help address concerns about people living in their cars in the Village, Barrio and beach areas
3/18/25	City Council adopted ordinance to prohibit camping in vehicles in public spaces such as parks, beaches and city-owned property and parking lots
12/2/25	City Council received FY 2024-25 Annual Report on the Homelessness Action Plan and approved funding plan for FY 2026-27 to continue implementing the Homelessness Action Plan
1/2026	Amended state regulatory agreement to allow 50 existing farmworker-restricted beds at La Posada de Guadalupe shelter to serve homeless individuals received by Catholic Charities Diocese of San Diego

What's next

May 2026 Include funding to implement the Homelessness Action Plan in the FY 2026-27 city budget

2026 Work with Catholic Charities Diocese of San Diego to develop funding plan to serve additional homeless men at La Posada de Guadalupe shelter





Objective 2

Foster strong relationships between community members and members of the Police Department, including the formation of a community-police engagement commission.

What's been done

12/6/22	City Council established the Community-Police Engagement Commission
7/10/23	Community-Police Engagement Commission held its first meeting
5/21/24	City Council approved Community-Police Engagement Commission workplan
2024	Commission members received: <ul style="list-style-type: none">• De-escalation policy training update• Implicit bias training update• Ride-alongs with the Homeless Outreach Team• Public Records Act training• Ralph M. Brown Act training• Update on Homelessness Action Plan• Update on Police Department active shooter training• Update on Assembly Bill 481 and review of Police Department's Military Equipment Use Policy• Update on recent Police Department promotions• Debrief of officer involved shooting from March 29, 2024• Update on Senate Bill 54 and panga boat landing• Invitation to future "Coffee with the Chief" community events
2025	Commission members received: <ul style="list-style-type: none">• Update on California Daylighting Law• Training on emergency evacuation protocols• Update on FBI case (Wisconsin school shooting) nexus to Carlsbad• Update on the Blue Envelope Program• Training on active shooter response• Update on the Police Department's Drone Program• Update on policy 1020 and summary of 2024 Internal Affairs Complaints• Update on Police Department's Crime Prevention Program• Update on vehicle habitation ordinance adopted by City Council and enforcement• Update on citywide parking enforcement• Update on "No Kings" protests in the city• Update on Police Department website revamp• Update on City Council Legislative Subcommittee• Review of SANDAG Bulletin: Public Safety Allocations in the San Diego Region- Expenditures and Staffing for FY 2023-24

What's next

- 2026 Commission to receive a Carlsbad Community Emergency Response Team (CERT) presentation and work closely with their assigned Block Captain contacts
- 2026 Police Department to continue hosting regular community events, such as National Night Out and Coffee with a Cop





Objective 3

Bring Fire Department up to Standards of Cover to ensure the city is prepared to meet the community's changing fire and emergency medical needs.

What's been done

FY 2021-22	City Council approved Fire Department work plan, including 12 new full-time Emergency Medical Technician (EMT) positions to staff two new ambulances and the construction of Temporary Fire Station 7
1/22	Initiated deployment of new EMT personnel and ambulances at Fire Stations 4 and 6
2/22	Procured one new fire engine
1/23	Deployed fourth Paramedic/Firefighter on ladder truck
10/23	California Office of Emergency Services recognized Urban Search and Rescue Regional Task Force 13
10/23	Launched real-time fire operations intelligence system
1/30/24	City Council approved Public Safety Element update of the city's General Plan
4/1/24	Updated and improved Insurance Services Office classification
5/24	Deployed Genasys, a new regional Evacuation Management Planning System
7/25	Adopted updated Fire Hazard Severity Zone maps to reflect current wildfire risk and guide mitigation efforts
10/25	Converted six non-safety EMT positions to firefighter roles as part of an ongoing effort to strengthen suppression and emergency response capabilities
12/25	Implemented a temporary ambulance unit to mitigate regional reductions in Emergency Medical Services (EMS) transport resources and maintain service availability within Carlsbad
12/25	Received and placed into service a new Urban Search and Rescue apparatus, enhancing specialized rescue capabilities for the city and region

What's next

2/26	Launch a new referral program to improve access to healthcare services for individuals experiencing homelessness
3/26	Enhance community risk assessment efforts by procuring a consultant to develop a Wildfire Mitigation Plan and Community Wildfire Protection Plan
4/26	Collaborate with the Building Industry Association and Community Development to establish city guidelines for fire safety standards in mid-rise buildings (four or more stories, up to 75 ft)
4/26 & ongoing	Develop an operational plan and community outreach strategy to support implementation of statewide mandates, including Zone Zero

Ongoing	Utilize opioid settlement funds to support community health initiatives
Ongoing	Provide training to city staff and community organizations on health and safety topics, including CPR, defibrillator use and naloxone administration
Ongoing	Collaborate with the Local Agency Formation Commission to complete the Municipal Service Review
Ongoing	Monitor performance metrics identified in the Standards of Cover report to ensure adequate service levels are maintained
Ongoing	Continue improving suppression capabilities through the conversion of non-safety EMT positions to Firefighter roles
Ongoing	Support the establishment of FireWise communities and Fire Safe Councils to reduce wildfire risk
Ongoing	Explore options to maintain a lease agreement with NRG Energy and continue coordination with NRG and San Diego Gas & Electric to identify a permanent site for Fire Station 7
Ongoing	Evaluate options for rebuilding Fire Station 1, which has been identified as operationally inadequate and does not meet current safety, seismic or California Essential Services Building standards
Ongoing	Expand the Fire Hazard Reduction Program by overseeing vegetation management on city-owned lots and assisting homeowner socializations with fuel modification zone maintenance





Objective 4

Manage, maintain and enhance the city's roadway to provide a safe, efficient and cost-effective multi-modal transportation system.

What's been done

1/12/21	City Council adopted the Sustainable Mobility Plan
9/13/22	City Council approved a contract to initiate the Sustainable Mobility Plan Implementation Plan, Multimodal Transportation Impact Fee Study and Vehicle Miles Traveled Mitigation Program
9/27/22	City Council adopted the Safer Streets Together Plan
8/30/23	Installed traffic calming on Tamarack Avenue from Skyline Avenue to Adams Street
2023	Completed citywide green paint enhancement of bike lanes
4/24	Completed traffic signal software upgrades at all 182 traffic signals
7/24	Installed residential traffic safety improvements on Victoria Avenue, Highland Drive, Nueva Castilla Way and Circulo Sequoia
10/28/24	Constructed new traffic signal at Avenida Encinas/In-N-Out Burger driveway, including the city's first flashing yellow left-turn signal
2024	Resurfaced and restriped Avenida Encinas between Poinsettia Coaster Station and Carlsbad Boulevard as part of Segment 2 of the Avenida Encinas Coastal Rail Trail project
10/21/25	City Council approved Faraday Avenue improvements associated with Veterans Memorial Park
2025	Slurry sealed nearly 38 miles of city streets

What's next

2025-26	Construct El Camino Real widening from Sunny Creek Road to Jackspar Drive, and from Poinsettia Lane to Camino Vida Roble
2026	Install traffic calming on Celinda Drive and several streets in the Barrio
2026	Develop plans for long-term street improvements along Kelly and Park Drives
Ongoing	Upgrade traffic signal equipment to replace aging infrastructure and improve vehicle and bicycle detection

Priority Projects



Complete Palomar Airport Road and College Boulevard Improvements (project removed from Capital Improvement Program following June 2024 City Council direction)



Complete traffic calming project on Tamarack Avenue from Skyline Avenue to Adams Street



Complete traffic calming projects at various locations in the city including Victoria Avenue, Monroe Street, Highland Drive, Nueva Castilla, Celinda Drive, Circulo Sequoia, Park Drive, Hummingbird Road and Black Rail Road in keeping with the Carlsbad Residential Traffic Management Program



Complete El Camino Real widening from Poinsettia Lane to Camino Vida Roble



Complete El Camino Real widening from Arenal Road to La Costa Avenue



Complete El Camino Real widening from Sunny Creek Road to Jackspar Drive



Complete reconfiguration of right turn lane from northbound El Camino Real to eastbound Alga Road



Initiate construction to repair and upgrade beach access stairs and upper sidewalk between Pine and Tamarack avenues



Initiate projects as part of the Utility Undergrounding Program, in coordination with SDG&E and other utility providers



Complete Avenida Encinas Coastal Rail Trail and pedestrian improvements (Segment 3)



Complete design of Carlsbad Boulevard and Tamarack Avenue pedestrian improvements



Initiate project to improve Americans with Disabilities Act beach access from Pine to Tamarack avenues



Complete Avenida Encinas and Palomar Airport Road pedestrian improvements



Initiate design of Carlsbad Boulevard pedestrian lighting improvements between Tamarack Avenue and State Street, in coordination with SDG&E



Complete design of La Costa Avenue traffic improvements



Complete Melrose Drive right turn lane to westbound Palomar Airport Road (project removed from Capital Improvement Program following June 2024 City Council direction)



Complete traffic signal modifications at Maverick Way and Camino De Los Coches



Evaluate new intersection control at Camino De Los Coches and La Costa Avenue



Complete improvements to Christiansen Way (project removed from Capital Improvement Program following June 2024 City Council direction)



Complete design of Valley Street traffic calming between Magnolia and Chestnut avenues



Complete design of Chestnut Avenue complete street improvements between Valley Street and Pio Pico Drive



Complete design of Chestnut Avenue complete street improvements between I-5 and the railroad tracks



Complete design of street improvements for State Street and Grand Avenue



Complete construction of Fire Station 2



Complete construction of temporary Fire Station 7



Identify site and complete preliminary design for permanent Fire Station 7



Complete the design of new walking, biking and traffic improvements on Valley Street between Magnolia and Chestnut avenues



Begin construction of walking, biking and traffic improvements on Kelly and Park drives by Kelly Elementary School and initiate Safe Routes to School program implementation



Complete Local Roadway Safety Plan and start implementation



Complete construction of retaining wall, drainage and street improvements on Park Drive from Bayshore Drive to just west of Marina Drive



Work to expand homeless shelter capacity at La Posada de Guadalupe



Goal: Sustainability and the Natural Environment

Protect the environment and natural resources

5-year vision

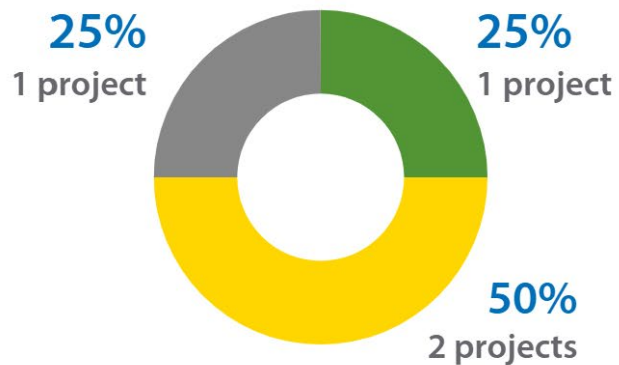
Thanks to the city’s strategic approach to environmental sustainability, Carlsbad is seen as a model for how to leverage partnerships and innovation to achieve climate and environmental goals. City residents and businesses feel supported in their own environmental sustainability efforts, whether it’s complying with new mandates or taking advantage of opportunities to go above and beyond. As a result, the city has met or exceeded goals for eliminating greenhouse gas emissions, reducing what goes to landfills, keeping creeks, lagoons and the ocean clean, and protecting native habitat and natural open space.



Objectives: 5 of 5 on track



Priority projects: 25% on track





Objective 1

Research and evaluate a Climate Adaptation/Sustainability Plan to address the impacts of climate change, including but not limited to extreme heat, drought, erosion, flooding and wildfire.

What's been done

2023	Staff researched and identified the differences between a comprehensive Climate Adaptation/Sustainability Plan and the city's Climate Action Plan
2024	Staff reviewed several adopted climate adaptation/sustainability plans and federal and state guidance documents to identify typical plan components and evaluate applicability to Carlsbad
6/24/25	City Council formed Environmental Sustainability Commission
8/7/25	Environmental Sustainability Commission held its first meeting

What's next

- 2026** Staff to present research and evaluation of Climate Adaptation/Sustainability Plans and related programs to Environmental Sustainability Commission, as appropriate





Objective 2

Transform roadways and implement programs that provide options to move around Carlsbad, such as walking and biking, that reduce the city's greenhouse gas emissions.

What's been done

1/12/21	City Council adopted the Sustainable Mobility Plan
2024	Installed green paint at 37 locations across the city and completed the East/West Corridors Resurfacing and Restriping Project, improving over 16 miles of bike lanes
2024	Participated in SANDAG Mobility Working Group's review of Regional Vision Zero Plan, Active Transportation Policies, 2025 Regional Plan and LOSSAN Rail Realignment Study
10/8/24	City Council approved the Hope Elementary School Safe Routes to School Plan
11/12/24	City Council adopted Climate Action Plan Update, including 10 transportation-related mitigation strategies
12/18/24	Completed annual monitoring and surveying for the 14 Carlsbad employers required to comply with the city's transportation demand management ordinance
2/4/25	City Council approved the Jefferson Elementary School Safe Routes to School Plan
7/15/25	City Council approved Sage Creek High School Safe Routes to School Plan
9/23/25	City Council approved construction contract for Phase II of the Barrio Pedestrian Lighting Project
12/31/25	Completed annual monitoring and surveying for the 20 Carlsbad employers required to comply with the city's Transportation Demand Management ordinance

What's next

2026	City Council to consider approval of plans and specifications for Segment 3 of the Avenida Encinas Coastal Rail Trail project, from Palomar Airport Road to Poinsettia Coaster Station
Ongoing	Utilize annual Active Transportation Monitoring Report and bi-annual Transportation Demand Management survey reports to understand and respond to changes in multi-modal transportation activity throughout the city
Ongoing	Partner with NCTD and SANDAG to implement mobility related services in Carlsbad, including potential return of flexible fleet service at Poinsettia Coaster Station



Objective 3

Increase citywide electric vehicle charging infrastructure and transition all passenger fleet vehicle purchases after FY 2022-23 to be electric vehicles, with the exception of public safety vehicle purchases, which will be electric where feasible.

What's been done

10/22	Installed one public Level 2 dual port EV charger at Fire Station 2
12/23	Installed two Level 3 EV chargers for city vehicles at the Fleet Maintenance Center
2023	Added one all-electric pickup truck, one all-electric cargo van, eight hybrid passenger vehicles and four all-electric passenger vehicles to the city's fleet
8/24	Installed four Level 2 EV chargers for city vehicles at the Fleet Maintenance Center
1/24	Installed two public Level 2 dual port EV chargers at the Police & Fire Headquarters
2024	Added one all-electric pickup truck and one hybrid passenger vehicle to the city's fleet
8/25	Installed 10 Level 3 EV chargers for city vehicles at the Fleet Maintenance Center
2025	Added seven all-electric pickup trucks, 13 hybrid passenger vehicles and one all-electric passenger vehicle to the city's fleet
2025	Repurposed two existing fleet charging stations into two public dual port Level 2 EV chargers at the Dove Library

What's next

2026	Install four public Level 2 dual port EV chargers and two public Level 3 EV chargers at the State Street parking lot
2026	Install 12 Level 3 EV chargers for city vehicles at the Fleet Maintenance Center
2026	Add five all-electric trucks/vans, 13 hybrid passenger vehicles and 10 all electric passenger vehicles to the city's fleet
2026	Operationalize one public Level 2 dual port EV charger and one public Level 2 single port EV charger at the renovated Monroe Street Pool
2026	Install two Level 2 dual port EV chargers for city vehicles at the Carlsbad Municipal Water District facility



Objective 4

Seek grant funding to develop a Sea Level Rise Adaptation Plan (following Coastal Commission approval of the 2021 comprehensive update to the city's Local Coastal Program).

What's been done

12/21	Submitted Local Coastal Program Update to the California Coastal Commission for review
4/22	Local Coastal Program Update application deemed complete
8/22	Coastal Commission approved a one-year time extension to process the application
5/23	Coastal Commission staff informed the city that they could not complete their review within the one-year time extension and requested the city withdraw its application to provide them more time to review and comment
6/23	City withdrew the Local Coastal Program Update application
6/23 – 9/25	Coastal Commission staff completed their review and met with city staff to discuss areas of disagreement
10/25	City resubmitted the Local Coastal Program Update to the Coastal Commission

What's next

2026	City and Coastal Commission staff to coordinate on issue resolution
Winter 2027	Coastal Commission to consider approval of Local Coastal Program Update with suggested modifications
Spring 2027	City Council to receive the California Coastal Commission's suggested modifications to the Local Coastal Program Update





Objective 5

Develop partnerships with nonprofit, academic and other non-governmental organizations to leverage environmental sustainability efforts and programs.

What's been done

2022	Joined and participated in the Alliance of Regional Collaboratives for Climate Adaptation Board
2022	Joined and participated in the San Diego Regional Climate Collaborative Board
2022	Worked with the Carlsbad Chamber of Commerce to promote sustainability
2023	Partnered with all four Carlsbad school districts to enhance lunchtime waste sorting and organics recycling through student education and staff training, boosting waste diversion
2023	Partnered with the Carlsbad Community Gardens Collaborative to support gardening programs at Carlsbad libraries and to provide input on the design of the Stagecoach community garden
2023	Joined the California Green Business Network Board of Directors and helped guide statewide green business initiatives, attended board meetings and supported local green business efforts
2023	Partnered with the San Diego County Bicycle Coalition to host bike valet at TGIF Concerts in the Parks, a bike rodeo at the annual Earth Month Celebration event and 11 bike safety trainings
2023	Partnered with Circulate San Diego to hold six pedestrian safety trainings for Carlsbad students
2024	Collaborated with local schools to deliver watershed education programs
2024	Partnered with the Sierra Club and the U.S. Green Building Council to bring induction cooktop lending program to Carlsbad libraries
2024	Partnered with local food banks to enhance the edible food recovery program
2024	Joined the Cleantech San Diego Board of Directors; contributed to regional clean technology initiatives, attended board meetings and supported industry partnerships that drive innovation
2024	Joined and participated in the Governor's Office of Land Use and Climate Innovation's Climate Action Plan Advisory Group
2025	Hosted bike valet service at nine TGIF Concerts in the Parks
2025	Initiated household (non-lithium) battery recycling program at city libraries, collecting nearly 700 pounds in first six months
2025	Collaborated with local schools to deliver watershed education programs
2025	Joined and participated in the Governor's Office of Land Use and Climate Innovation's Planning Guidelines Update advisory group, specifically the "Climate Mitigation, Adaptation, and Resilience" group
2025	Partnered with I Love a Clean San Diego to host cleanup sites at two region-wide cleanup events
2025	Participated in the first-ever San Diego Climate Week, presenting at three events throughout the week

What's next

2026	Continue collaborating with local schools to deliver watershed education programs
2026	Participate in regional and statewide climate organizations to influence policy, explore funding opportunities, share city sustainability and climate programs, and support innovation and best practices
2026	Host bike valet service at nine TGIF Concerts in the Parks
2025	Continue household (non-lithium) battery recycling program at city libraries
2026	Partner with I Love a Clean San Diego at regional cleanup events
2026	Continue partnering with the San Diego Management and Monitoring Program, a science-based collaborative of 115 organizations dedicated to ensuring the long-term conservation of the region's native biodiversity
2026	Continue serving on the Board of the SANDAG Habitat Conservation Taskforce, which implements the TransNet Environmental Mitigation Program
2026	Participate in regional and statewide organizations focused on waste reduction, recycling and sustainable materials management to support policy development and collaboration
2026	Support ongoing work with school waste-sorting and organics recycling programs
2026	Work with local food recovery organizations and agencies to expand edible food recovery capacity and identify opportunities to improve or grow programs
2026	Continue offering reuse programs that raise awareness and reduce waste, including FixIt Clinics in partnership with Zero Waste San Diego and other nonprofits
2026	Host the annual Earth Month Celebration in April with nonprofit partners to engage the community around waste reduction and food waste prevention



Priority Projects



Meet implementation goals for the Sustainable Mobility Plan



Complete Maerkle Reservoir Solar Project (work stopped following Sept. 2025 City Council direction)



Complete Trash Amendment Compliance Program improvements



Complete preliminary design and permitting for the South Carlsbad Boulevard Realignment between Manzano Drive to Island Way





Goal: Economic Vitality
Foster a healthy local economy

5-year vision

The City of Carlsbad has a strong and diverse economy that combines a thriving small business community with leading industries of the future. Smart, talented professionals want to work here, and entrepreneurial leaders want to invest in their own startup ventures. Those looking to grow their skills will find opportunities for workforce development in Carlsbad. Carlsbad has excellent relationships with key industries, business organizations, other cities in the region, and academic institutions. By achieving this goal, the city as a whole is financially stable and more residents have the jobs they want right in their own backyards.



Objectives: 3 of 3 on track





Objective 1

Create a strategic approach for a vibrant economy that includes talent and workforce strategies, small business assistance, inclusive growth and diverse business support, key industry cluster development, and fostering an ecosystem for startups and entrepreneurs to thrive.

What’s been done

1/10/23	City Council adopted 5-year Economic Development Strategic Plan
3/19/24	Created a Carlsbad economic intelligence dashboard to inform city leaders and residents of current economic conditions and labor market information
2025	City Council Economic Development Subcommittee provided recommendations to City Council on proposed economic development strategic actions for FY 2025-26
2025	City Council approved economic development strategic actions with adoption of FY 2025-26 city budget

What’s next

2026	Implement year four priorities identified in the 5-year Economic Development Strategic Plan
2026	City Council Economic Development Subcommittee to provide recommendations to City Council on proposed economic development strategic actions for FY 2026-27
2026	City Council to approve economic development strategic actions with adoption of FY 2026-27 city budget





Objective 2

Provide resources to grow and support key industries in Carlsbad's economy.

What's been done

7/1/23	Enhanced new business "Welcome to Carlsbad" program, providing information on business licensing pre-application and development permitting processes and other business resources
7/1/23	City Council reestablished Carlsbad Tourism Business Improvement District to better support citywide tourism and destination marketing initiatives
11/22/23	Staff initiated monthly industry engagement program across Carlsbad's key sectors
1/15/24	Staff initiated regular site visits to businesses in Carlsbad's key industries to gain a better understanding of the challenges being faced
8/28/24	Completed Bi-Annual Business Survey, which showed an increase in the city's business satisfaction rate from 83% to 90%, reflecting new business-friendly initiatives and city services
11/19/24	Updated North County Job-Readiness Room to ensure Carlsbad residents and workers have access to upskilling opportunities that align with Carlsbad business needs
1/15/25	Updated the city's Life in Action website to modernize the city's approach to talent attraction
8/26/25	Hosted a commercial real estate workshop for brokers and industry professionals to increase understanding of Carlsbad's zoning and land use processes, highlight development opportunities and support business attraction efforts
11/15/25	Expanded promotion and redesign of the city's Life in Action website to attract new workforce and expand Carlsbad companies' hiring efforts
2025	Continued support of Carlsbad's tourism economy in coordination with Visit Carlsbad and lodging partners for Visit Carlsbad's 5-Year Strategic Plan
2025	Strengthened workforce partnerships with universities and colleges to create talent pipelines for hospitality, tourism, life sciences and technology

What's next

5/26	Promote the city's business locator website to developers, brokers and investors to attract new businesses to Carlsbad
5/26	Continue building out the city's site selector tool to better market Carlsbad for business expansion and development, including a comprehensive listing of available properties
2026	Complete a full overhaul of the city's Business webpage to improve navigation and ensure businesses can easily access key information, resources and city processes
2026	Launch an Annual North County Business and Economic Survey in partnership with North County cities and California State University San Marcos to collect key economic and business data, providing actionable insights for Carlsbad's business community
Ongoing	Partner with local universities and colleges to create workforce development opportunities in the hospitality, tourism and entertainment sectors

Ongoing Evaluate potential updates to industry engagement programming based on feedback from Carlsbad’s business community





Objective 3

Support the long-term viability of Small Businesses, Startups and Entrepreneurs in partnership with local and regional collaborators.

What's been done

7/1/23	Partnered with local business organizations to implement Shop Local incentive program
6/13/24	Hosted the 2024 Connect Summer Social at the Flower Fields
9/24/24	Launched Small Business Liaison Program and Digital Resource Hub to support small businesses
9/24/24	Participated in 2024 Innovation Day San Diego with Carlsbad businesses and Innovate78 cities
10/21/24	Hosted 2024 San Diego Startup Week in Carlsbad for third consecutive year
10/31/24	Supported San Diego Regional Economic Development Corporation study to highlight the economic impact of Carlsbad's manufacturing sector
12/17/24	Launched a new small business workshop series with a workshop on commercial lease negotiations
6/3/25	Hosted the 2025 Connect Summer Social at the Flower Fields
7/8/25	Launched a new Small Business Office Hours program at city libraries to help small businesses navigate operational challenges and identify growth opportunities
2025	Expanded marketing of the Digital Resource Hub tools to Carlsbad businesses through partners including the County of San Diego, Small Business Development Center, Carlsbad Chamber of Commerce, Carlsbad Village Association and others
2025	Expanded the city's small business workshop series to include topics such as marketing, finance, and AI tools for business operations with the Carlsbad Chamber of Commerce
2025	Led a student-run University of California San Diego Innovation for Government team to conduct exploratory research on behalf of the Economic Development Subcommittee on storefront improvement opportunities across the city, establishing a foundation for potential future program development
2025	Participated in the 2025 California State University San Marcos Innovation Hub event alongside Carlsbad businesses, Innovate78 cities and Connect San Diego
2025	Continued facilitating Life in Action industry groups across multiple sectors to support collaboration and shared opportunities within Carlsbad's innovation economy
2025	Leveraged partnerships with local and regional partners to provide resources to Carlsbad small businesses
1/26	Expanded the Small Business Office Hours program with an additional location hosted by the Carlsbad Village Association

What's next

4/24/26	Host a Carlsbad Employer Open House to connect local employers with potential employees and support cross-collaboration on talent and workforce opportunities for residents and businesses
FY 2026-27	Host monthly industry advisory group discussions with leaders in key business clusters, with a focus on the innovation economy
FY 2026-27	Enhance and promote digital resource tools to support Shop Local campaigns and increase economic visibility across the community
FY 2026-27	Continue hosting a monthly small business workshop series in partnership with the Carlsbad Chamber of Commerce, offering a variety of topics designed to equip businesses with knowledge to strengthen their operations





Goal: Organizational Excellence and Fiscal Health

Be a model for effective and efficient local government

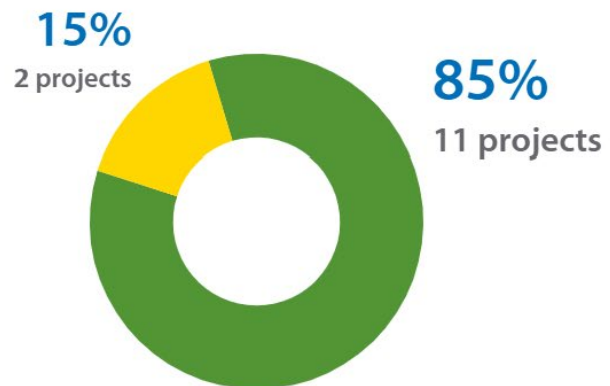
5-year vision

Following the creation of a 5-Year-Strategic Plan, the City Council, the community and city employees have remained aligned around common goals. This sustained focus has not only generated measurable results, it has translated into operational efficiencies and cost savings. The very best in their fields want to work for the City of Carlsbad because of the culture that has been created around innovation, inclusivity and engagement. The city's financial health has been maintained while meeting or even exceeding the community's high expectations for service delivery. Investments in technology have led to enhanced efficiency, transparency, accountability and value.

Objectives: 6 of 6 on track



Priority projects: 85% on track





Objective 1

Develop and implement a performance tracking, management and reporting program for the 5-Year Strategic Plan.

What's been done

7/26/23 Launched initial Strategic Plan dashboard

2/6/24 City Council received first Strategic Plan progress report (2023-2024)

2/25/25 City Council received Strategic Plan mid-point progress report (2024-2025)

2/25/25 Staff launched expanded strategic plan dashboard

What's next

2/24/26 City Council to receive annual Strategic Plan update (2025-2026)

2026-2027 City Council to direct future strategic planning efforts





Objective 2

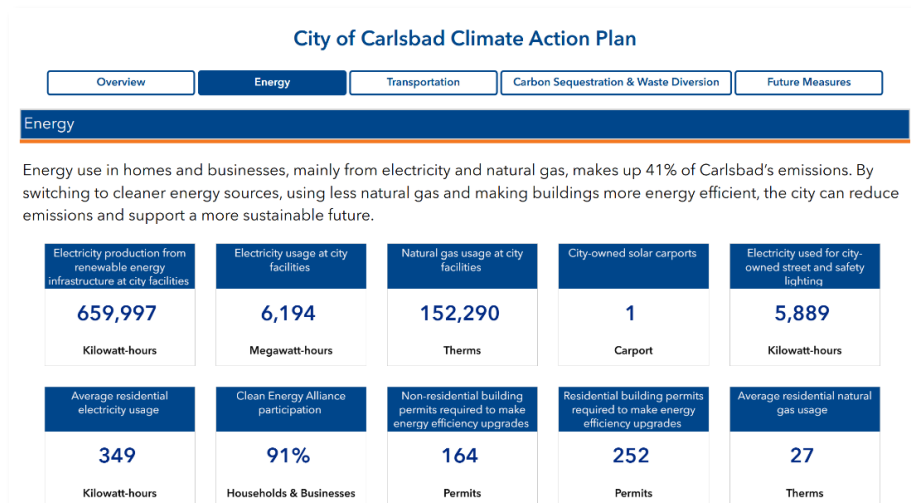
Foster a culture of continuous improvement that equips the organization to deliver excellent service to the community.

What's been done

2022	Increased organizational capacity to develop city data visualization dashboards to inform department operations, increase operational efficiency and improve community outcomes
2022	Implemented an enterprise asset management system to consolidate asset data and improve infrastructure maintenance operations and management
2023	Increased organizational capacity to conduct and analyze research studies and surveys, implemented a systematic process for data collection and interpretation
2023	Implemented an analytical data training program to upskill city staff and build data-informed decision-making capacity citywide
2023	Implemented a construction project management system for Capital Improvements Program projects and a general citywide project management system
2024	Created multiple live data dashboards, including a real-time fire operations intelligence system, economic intelligence dashboard, and updated the Capital Improvement Project dashboard
2024	Implemented business process streamlining, digitization and automation for credit card reconciliation, CIP project documentation, telecommuting and discretionary leave requests and the computer loan program
2024	Launched an online application and digital processing system for board, commission and committee applicants
2024	Launched the “Let’s Connect” initiative, a tool to support employee growth and development
2025	Installed high-speed public wireless internet access at Alga Norte Community Park
2025	Completed the final implementation phase of the enterprise asset management system used by Public Works and Parks & Recreation
2025	Implemented an electronic traffic citation system for the Police Department
2025	Replaced aging print, copy and public computer management system at city libraries and recreation facilities
2025	Modernized inter-signal communications for traffic intersections on Rancho Santa Fe Road
2025	Replaced station alerting equipment at Fire Stations 1, 3, 4, 5 and 6
2025	Migrated the city’s in-house developed Risk Management System to an enterprise cloud system
2025	Launched the Climate Action Plan Dashboard in collaboration with Environmental Sustainability

What's next

2026	Complete implementation of a new Police Computer Aided Dispatch System and Records Management System, leading toward a real-time crime center
2026	Upgrade library Radio Frequency Identification System for automated checkouts/returns
2026	Replace and consolidate existing core applications with new systems that will increase efficiency for employees, including Human Resources, payroll, cashiering, finance and utility billing
2026	Standardize audiovisual equipment within the city's work facilities so personnel can conduct business with internal and external resources virtually
2026	Install updated literacy technology solutions at city libraries including new desktop computers, touch tables, kiosks and tablets that deliver interactive, cooperative play and learning experiences to children aged 3-8 years to help build literacy and numeracy skills
2026	Modernize records management archive to meet new state guidelines for data storage
2026	Complete an audit of the city's website and web services to ensure compliance with accessibility requirements
2026	Continue annual hardware and infrastructure replacements, including laptops, desktops, servers and routers
2026	Implement cybersecurity program enhancements
2026	Implement a facility management solution and install sensors at all city facilities to alert city staff in the event of a facility-related issue, such as a water leak or power outage
2026	Automate the agenda management process for City Council, board and commission meetings
2026	Increase transparency with additional open datasets
2026	Upgrade Council Chamber audio-visual and telecommunications equipment to enable public virtual participation in meetings





Objective 3

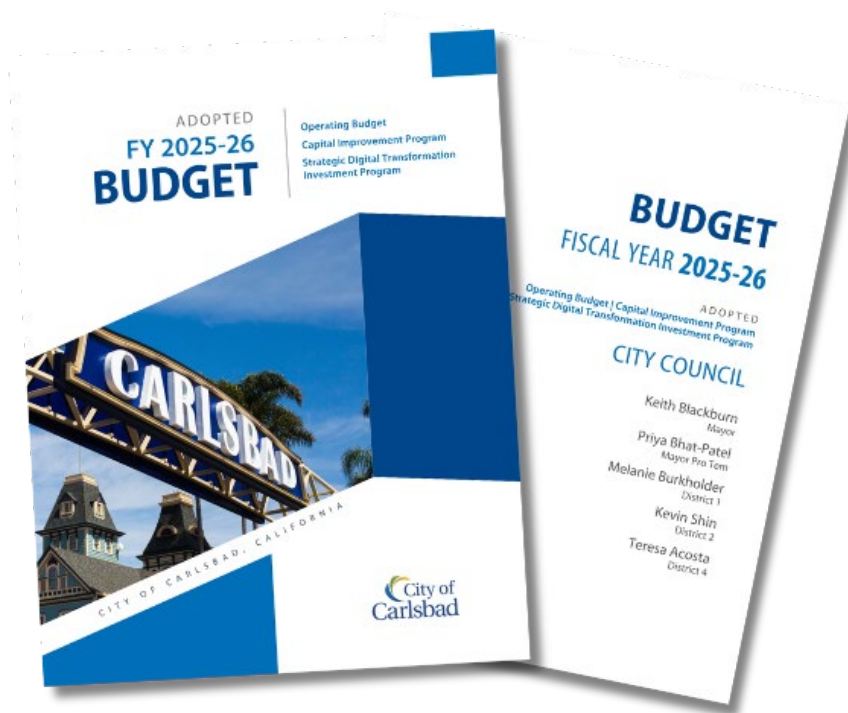
Maintain the city's fiscal health and sustainability.

What's been done

3/14/23	City Council adopted Policy No. 95 - Cost Recovery, to be implemented over a 3-FY period and managed on an ongoing basis
2/27/24	City Council received final report for the external financial statement audit conducted between April 2023 and January 2024
4/23/24	City Council adopted updated park land dedication and park in-lieu fees
4/30/24	Implemented a new vendor management system to enhance internal controls over vendor payments and security
6/18/24	City Council established a \$17.5 million Asset Replacement Reserve in the General Fund, improving transparency and budget stability
6/30/24	Maintained a General Fund reserve ratio of 55%, exceeding the city's 40% reserve requirement by 15 percentage points
6/30/24	Completed the external audit for FY 2023-24 with an unmodified (clean) opinion
6/30/24	Revamped the Capital Improvement Program process to request construction budget only after City Council approves project design and authorizes bidding
10/8/24	Postponed projection of when ongoing city expenditures are expected to exceed ongoing revenues by five years, from FY 2026 to FY 2031
2/11/25	City Council received FY 2023-24 Annual Comprehensive Financial Report
6/17/25	City Council adopted balanced FY 2025-26 budget, including the comprehensive fee program update
6/30/25	Completed the external audit for FY 2024-25 with an unmodified (clean) opinion
9/23/25	City Council received and approved the FY 2024-25 carryforward report, maintaining General Fund reserve ratio of 61%, exceeding the city's 40% reserve requirement by 21 percentage points
11/6/25	City Manager awarded a contract to complete a comprehensive evaluation of funding for public facilities infrastructure, ensuring that all city-imposed impact fees and taxes are sufficient to support both current and future development needs
12/2/25	City Council adopted the pension trust Investment Policy
2025	Initiated park impact and public facilities fee studies

What's next

2/3/26	City Council to consider approval of FY 2024-25 Annual Comprehensive Financial Report
2/24/26	City Council to receive second-quarter economic and financial update and conduct mid-year budget review
2026	City Council to consider staff and consultant recommendations regarding development-related impact fees, including sewer capacity fees, drainage fees, and park impact fees
2026	Complete new fiscal and financial training for elected officials, board and commission members, and city staff, as required
2027	City Council to consider recommended amendments to public facility impact fees
Ongoing	Maintain the city's AAA credit rating





Objective 4

Model trust, ethics and civility.

What's been done

3/23	Achieved 100% compliance in bi-annual mandatory ethics training for Form 700 filers
3/23	Achieved 100% compliance in bi-annual mandatory workplace harassment prevention training
4/23	Achieved 95.67% annual conflict of interest disclosure (Form 700) compliance
4/24	Achieved 94.59% annual conflict of interest disclosure (Form 700) compliance
4/25	Achieved 95.5% annual conflict of interest disclosure (Form 700) compliance
2024	Completed required ethics training for new employees (Form 700 filers)
2024	Conducted workplace harassment prevention training for new employees
3/25	Achieved 100% compliance in bi-annual mandatory ethics training for Form 700 filers
3/25	Achieved 100% compliance in bi-annual mandatory workplace harassment prevention training

What's next

4/26	Complete annual conflict of interest disclosures (Form 700)
2026	Complete required ethics training for new employees (Form 700 filers)
2026	Conduct workplace harassment prevention training for new employees



Objective 5

Attract and retain a talented, diverse and engaged workforce.

What's been done

2023	Broadened recruitment advertising to over 600 websites; received over 5,000 job applications
2023	Filled 41% of available positions by promoting existing full-time employees
2023	Provided 230 in-person and online trainings
2023	Achieved an employee vacancy rate of 5.2%
4/17/24	15 employees in the City of Carlsbad cohort graduated from The Centre for Organization Effectiveness Supervisor Academy
4/17/24	7 employees in the City of Carlsbad cohort graduated from The Centre for Organization Effectiveness Management Academy
12/3/24	Launched Let's Connect employee check-in program between employees and their managers
12/5/24	7 employees in the City of Carlsbad cohort graduated from The Centre for Organization Public Management Academy
12/11/24	8 employees in the City of Carlsbad cohort graduated from The Centre for Organization Effectiveness Supervisors Academy
2024	Achieved an employee vacancy rate of 4.4%
2024	Provided 356 in-person and online trainings, including 61 new online trainings
2024	Attended 11 community job fairs
2024	Filled 58% of available positions by promoting existing full-time employees
2024	Supported 64 employees who participated in the city's Tuition Reimbursement program
2024	Supported the onboarding of 18 new hires through participation in the city's Peer Advisor Liaison program
2/20/25	One employee graduated from The Centre for Organization Effectiveness Leadership Academy
4/22/25	One employee graduated The Centre for Organization Effectiveness Supervisors Transition and Readiness Training program
4/30/25	12 employees in the City of Carlsbad cohort graduated from National University with a Master of Public Administration degree
11/3/25	Relaunched the employee bus tour with 80 staff members participating over two days

12/11/25	12 employees in the City of Carlsbad cohort graduated from The Centre for Organization Effectiveness Supervisor Academy
12/11/25	10 employees in the City of Carlsbad cohort graduated from The Centre for Organization Effectiveness Management Academy
2025	Hosted employee engagement events such as celebrating Lunar New Year, Hispanic Heritage Month and Asian Pacific Islander Month
2025	Received 7,500 job applications
2025	Achieved an employee vacancy rate of 4.9%
2025	Provided 324 in-person and online trainings
2025	Attended eight community hiring events
2025	Supported the onboarding of 16 new hires through participation in the city's Peer Advisor Liaison program
2025	Supported 56 employees who participate in the city's Tuition Reimbursement Program
2025	Filled over 50% of available full-time positions by promoting existing full-time employees and part-time to full-time
2025	Achieved 100% Let's Connect completion for all City of Carlsbad Employee Association and unrepresented employees
2025	Achieved 100% completion rate for required compliance training

What's next

2026	Implement the salary step program for unrepresented employees
2026	Implement the Workday employee enterprise system
Ongoing	Conduct market surveys to ensure employee compensation is at or above the 67th percentile for recruiting and retention purposes
Ongoing	Collaborate with North Zone fire agencies to ensure best practices and an engaging process for promotional assessments



Objective 6

Achieve CalPERS funded status of 80% or greater (Council Policy No. 86) in each of the next five years.

What's been done

FY 2022	CalPERS investment performance realized a 7.5% loss resulting in a decline of the city's funded status from 86% to 75%
9/12/23	City Council received CalPERS FY 2022 investment performance report, established a Section 115 pension trust, amended Council Policy No. 86 to allow assets in the Section 115 pension trust to count toward the city's funded status goal, and approved a 5-Year strategy to achieve 80% funded status in accordance with updated City Council policy
9/26/23	City Council approved \$10 million initial funding contribution to Section 115 pension trust
10/8/24	City Council approved additional \$7.5 million contribution to Section 115 pension trust
12/31/24	Section 115 pension trust earned \$1.3 million on \$17.5 million in contributions, achieving a 7.64% return
12/31/24	City's combined CalPERS funded status reached 76%, factoring in Section 115 Trust assets
6/30/25	CalPERS announced FY 2024-25 preliminary investment return of 11.6%
7/25	CalPERS actuarial valuation reports as of June 30, 2024, are released, noting a city funded status of 75.7%
9/23/25	City Council authorized additional \$7.5 million contribution to Section 115 pension trust. Combined funded status reaches 78.7%

What's next

9/26	City Council to receive report on CalPERS' actuarial valuation as of June 30, 2025, and FY 2024-25 investment performance report
9/26	City Council to conduct annual review and consider adopting a Section 115 pension trust Investment Policy
Ongoing	Continue management and reporting of the trust on an ongoing basis

Priority Projects



Complete Fleet Maintenance Facility refurbishment



Complete design and construction of the Orion Center (centralized public works yard)



Complete conceptual design for new City Hall and Civic Center



Complete the Police & Fire Headquarters renovation including the Emergency Operations Center reconfiguration



Initiate design for construction of a new public works storage facility



Complete feasibility study to identify the need and location for Fire Administration offices



Research, evaluate and implement a Section 115 pension trust



Core system consolidation



Expansion of the digital information network



Implementation of an enterprise asset management system



Implementation of computer aided dispatch system with a real time crime center



Implement new tools for citywide project management



Build a data driven decision making platform and training programs