



CITY COUNCIL Agenda

Jan. 26, 2021, 3 p.m.

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

Welcome to Your City Council Meeting

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

How to watch



City cable channel

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



City website

carlsbadca.gov/news/citytv.asp

Virtual meeting format

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

How to participate

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

Reasonable accommodations

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

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

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

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

CALL TO ORDER:

ROLL CALL:

ANNOUNCEMENT OF CONCURRENT MEETINGS: None.

INVOCATION:

PLEDGE OF ALLEGIANCE:

APPROVAL OF MINUTES:

Minutes of the Regular Meeting held Dec. 15, 2020

Minutes of the Special Meeting held Jan. 14, 2021

Minutes of the Special Meeting held Jan. 19, 2021

PRESENTATIONS:

PUBLIC REPORT OF ANY ACTION TAKEN IN CLOSED SESSION:

PUBLIC COMMENT: *In conformance with the Brown Act and California Executive Order No. N-29-20, a total of 15 minutes is provided so members of the public participate in the meeting by submitting comments as provided on the front page of this agenda. The City Council will receive comments as requested up to a total of 15 minutes. All other comments will trail until the end of the meeting. In conformance with the Brown Act, no Council action can occur on these items.*

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

WAIVER OF ORDINANCE TEXT READING:

This is a motion to waive the reading of the text of all ordinances and resolutions at this meeting.

1. **AMENDMENT NO. 5 TO THE PROJECT AGREEMENT BETWEEN CITY OF CARLSBAD AND CITY OF VISTA FOR CONSTRUCTION OF THE AGUA HEDIONDA SEWER LIFT STATION AND VISTA/CARLSBAD INTERCEPTOR SEWER REACHES** – Adoption of a resolution authorizing the mayor to execute Amendment No. 5 to the project agreement for construction of the Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer, Reaches VC11B-VC15, between the City of Carlsbad and the City of Vista, authorize the deputy city manager, administrative services, to transfer \$1,200,000 from the Sewer Connection Fee Fund to the Sewer Replacement Fund, and appropriate \$1,200,000 from the Sewer Replacement Fund, and authorize the city manager to approve contract documents and reimbursement payments to the City of Vista for the City of Carlsbad’s share of the remaining project work in an amount not to exceed \$1,545,000. (Staff contact: Dave Padilla and Vicki Quiram, Public Works)
2. **AMENDMENT TO AGREEMENTS FOR THE SAFETY CENTER RENOVATION PROJECT, CIP NO. 4715** –
1) Adoption of a resolution authorizing Amendment No. 4 to the Agreement with Sillman Wright Architects, Inc. to incorporate structural engineering design services for the Emergency Operations Center into the design work for the Safety Center Renovation Project, CIP Project No. 4715, in an amount not to exceed \$278,967; and

2) Adoption of a resolution authorizing Amendment No. 2 to the Agreement with Griffin Structures, Inc. to extend and amend the agreement for construction management and inspection services for the Safety Center Renovation Project, CIP Project No. 4715, in an amount not to exceed \$368,000. (Staff contact: Mickey Williams, Police and Steven Stewart Public Works)

3. RATIFICATION OF A DECLARATION OF LOCAL EMERGENCY FOR REMEDIATION OF HILLSIDE – Adoption of a resolution ratifying the city manager’s declaration of local emergency for remediation of a hillside scarred by the Jan. 20, 2021 brushfire incident that occurred on the northeast side of the 4600 block of Park Drive. (Staff contact: Tom Frank and Michael O’Brien, Public Works)

ORDINANCES FOR INTRODUCTION:

4. ANNUAL CITY COUNCIL COMPENSATION REVIEW – 1) Introduction of an ordinance adjusting City Council compensation by the amount established by the San Diego Regional Consumer Price Index; or
2) Introduction of an ordinance permanently waiving City Council compensation adjustments for 2021. (Staff contact: Drew Cook and Judy von Kalinowski, Human Resources)

City Manager’s Recommendation: Introduce the ordinance.

5. AMEND CARLSBAD MUNICIPAL CODE CHAPTER 2.04 RELATING TO ELECTED OFFICIALS AND REPEAL CHAPTER 2.06 AND SECTIONS 2.08.010, 2.08.020, 2.08.022, 2.08.030 AND 2.08.032 – Introduction of an ordinance amending Chapter 2.04 and repealing Chapter 2.06 and Sections 2.080.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032 of the Carlsbad Municipal Code. (Staff contact: Cindie McMahon, City Attorney Department and Sheila Cobian, City Manager Department)

City Manager’s Recommendation: Introduce the ordinance.

ORDINANCES FOR ADOPTION: None.

PUBLIC HEARINGS: None.

DEPARTMENTAL AND CITY MANAGER REPORTS:

6. ECONOMIC AND FINANCIAL UPDATE FOR THE SECOND QUARTER OF FISCAL YEAR 2020-21 – Receive a report on the economic and financial update for the second quarter of fiscal year 2020-21 and provide direction as appropriate. (Staff contact: Laura Rocha, Administrative Services)

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

7. APPROVAL OF REVISIONS TO THE CITY OF CARLSBAD PART-TIME SALARY SCHEDULE AND MANAGEMENT SALARY SCHEDULE – Adoption of a resolution approving revisions to the City of Carlsbad Part-Time Salary Schedule and Management Salary Schedule, and authorizing pay increases for part-time employees and management employees. (Staff contact: Judy von Kalinowski and Drew Cook, Human Resources)

City Manager’s Recommendation: Adopt the resolution.

8. COVID-19 ACTIONS AND EXPENDITURES REPORT – 1) Receive a report on recent actions and expenditures related to the city’s response to the COVID-19 pandemic and provide direction as appropriate; and
2) Adoption of a resolution appropriating \$1,500,000 from the city’s economic uncertainty set-aside in the General Fund to pay for costs related to the COVID-19 local emergency. (Staff contact: Geoff Patnoe, City Manager Department)

City Manager’s Recommendation: Receive the report, provide direction as appropriate and adopt the resolution.

9. APPROVAL OF OUTLINE FOR 2021 CITY COUNCIL GOAL SETTING WORKSHOP – Consider and approve the outline for the 2021 City Council Goal Setting Workshop and provide direction to staff as necessary. (Staff contact: Sheila Cobian and Jason Haber, City Manager Department)

City Manager’s Recommendation: Consider and approve the outline and provide direction to staff as necessary.

10. DISTRICT 2 AND DISTRICT 4 APPOINTMENTS OF TWO MEMBERS TO THE PLANNING COMMISSION
1) Adoption of a resolution appointing one member to the Planning Commission; and
2) Adoption of a resolution appointing one member to the Planning Commission. (Staff contact: Tammy McMinn, City Clerk Department)

City Manager’s Recommendation: Adopt the resolutions.

11. MONROE STREET POOL IMPROVEMENT/REPLACEMENT PROJECT CONCEPT DIRECTION – Receive a staff report on the Monroe Street Pool Renovation/Replacement Project and direct staff on which design concept to pursue, and, if a ballot measure is necessary to implement the selected design concept, which election cycle staff should pursue. (Staff contact: Kyle Lancaster, Parks & Recreation and Steven Stewart, Public Works)

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

12. REPORT ON PLANNING AREA F OF THE POINSETTIA SHORES MASTER PLAN – PONTO PROPERTY – Receive an informational presentation on Planning Area F of the Poinsettia Shores Master Plan, the Ponto property, that includes an overview of the planned and allowed land uses, public park needs and requirements, public vote requirements, and related information pertinent to the future development of the property, and provide staff with direction. (Staff contact: Jeff Murphy, Community Development)

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

13. STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM – Adoption of a resolution approving the preliminary Strategic Digital Transformation Investment Program. (Staff contact: Laura Rocha, David Graham and Maria Callander, Administrative Services)

City Manager’s Recommendation: Adopt the resolution.

COUNCIL COMMENTARY AND REQUESTS FOR CONSIDERATION OF MATTERS:

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

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

PUBLIC COMMENT: Continuation of the Public Comments

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

ANNOUNCEMENTS:

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

In accordance with Carlsbad Municipal Code (CMC) Section 20.20.20, notice is hereby given that the City Engineer has reviewed and, immediately following this City Council Meeting of January 26, 2021 will approve the following final map:

Carlsbad Tract CT 2017-0005 located generally at 972 and 988 Grand Avenue, Carlsbad, CA.

Specifically, the City Engineer has caused the map to be examined and has made the following findings:

- 1) The map substantially conforms to the approved tentative map, and approved alterations thereof and any conditions of approval imposed with said tentative map.
- 2) The map complies with the provisions of the Subdivision map Act and any local ordinances applicable at the time of approval of the tentative map.
- 3) The map is technically correct.

Said map will be finalized and recorded, unless an interested party files a valid appeal of the City Engineer’s action to City Council no later than 10 calendar days from the date of the City Engineer’s action. The appeal shall specifically state the reason(s) for the appeal; see CMC Section 20.20.165 and 21.54.150.

If you have any question about the map approval findings or need additional information about the map or your appeal rights, please feel free to contact the City Clerk’s Office at (760) 434-2808.

CITY MANAGER COMMENTS:

CITY ATTORNEY COMMENTS:

ADJOURNMENT:

City Council Meeting Procedures (continued from page 1)

Written Materials

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

Visual Materials

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

Decorum

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

City Council Agenda

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

Presentations

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

Consent Items

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

Public Comment

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

Public Hearing

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

Departmental Reports

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

Other Reports

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

City Council Actions

Resolution

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

Ordinance

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

Motion

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



CITY COUNCIL
Minutes

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

Dec. 15, 2020 3 p.m.

CALL TO ORDER: 3 p.m.

ROLL CALL: Hall, Blackburn, Acosta, Bhat-Patel, Schumacher.

PLEDGE OF ALLEGIANCE: Mayor Pro Tem Blackburn led the Pledge of Allegiance.

ANNOUNCEMENT OF CONCURRENT MEETINGS: Mayor Hall announced that the City Council is serving as the City of Carlsbad City Council and the Carlsbad Municipal Water District Board of Directors on Item No. 11.

INVOCATION: None.

PUBLIC REPORT OF ACTION TAKEN IN CLOSED SESSION: None.

APPROVAL OF MINUTES: None.

PRESENTATIONS:

Kevin Branca Retirement Proclamation

Mayor Pro Tem Blackburn read the proclamation. Finance Director Kevin Branca gave a few words.

PUBLIC COMMENT: The following individuals called into the City Council Meeting and voiced their comment for the record:

Mary Lucid requested that a survey be conducted on improving the Senior Center.

Vickey Syage spoke regarding the protests by some Carlsbad Village restaurants.

Kevin Thompson spoke regarding his disappointment with Carlsbad restaurant protests that are violating the public health order.

CONSENT CALENDAR:

Mayor Hall announced that Item No. 2 was continued to the Jan. 12, 2021 City Council Meeting.

Motion by Mayor Pro Tem Blackburn, seconded by Council Member Bhat-Patel, to approve Consent Calendar Item Nos. 1 and 3 through 8. Motion carried unanimously, 5/0.

1. **REPORT ON CITY INVESTMENTS AS OF OCT. 31, 2020** – Accept and file Report on City

Investments as of Oct. 31, 2020. (Staff contact: Craig Lindholm and Laura Rocha, Administrative Services)

This item was continued to the Jan. 12, 2021 City Council Meeting.

2. REVISIONS TO THE CITY'S INVESTMENT POLICY – Adoption of a resolution approving the city's Investment Policy dated Dec. 15, 2020 with one policy revision. (Staff contact: Craig Lindholm, Administrative Services)
3. ANNUAL FINANCIAL INFORMATION REPORT ON SPECIAL TAXES AND CAPITAL PROJECT FUNDS – Adoption of Resolution No. 2020-235 accepting the Annual Financial Information Report on Special Taxes and Capital Project Funds required by California Government Code Sections 50075.3 and 66006, and making the findings required by California Government Code Section 66001(d)(1). (Staff contact: Kim Riboni, Administrative Services)
4. AGREEMENT WITH DOKKEN ENGINEERING FOR ENGINEERING SERVICES FOR THE EL CAMINO REAL WIDENING BETWEEN ARENAL ROAD AND LA COSTA AVENUE PROJECT, CIP PROJECT NO. 6051 – Adoption of Resolution No. 2020-236 authorizing execution of a professional services agreement with Dokken Engineering for engineering services of the El Camino Real Widening between Arenal Road and La Costa Avenue, CIP Project No. 6051, in an amount not to exceed \$1,399,339. (Staff contact: Emad Elias, Public Works)
5. ADVERTISE FOR BIDS FOR THE CITYWIDE DRAINAGE IMPROVEMENT PROGRAM – SURFACE DRAINAGE IMPROVEMENTS PROJECT, CIP PROJECT NO. 6608 – Adoption of Resolution No. 2020-237 approving plans and specifications and authorizing the city clerk to advertise for bids for the Citywide Drainage Improvement Program – Surface Drainage Improvements Project, CIP Project No. 6608. (Staff contact: Scott Lyle, Public Works)
6. AGREEMENT WITH O'DAY CONSULTANTS, INC. FOR ENGINEERING SERVICES OF THE DRAINAGE MASTER PLAN PROJECT BCB – Adoption of Resolution No. 2020-238 authorizing execution of a professional services agreement with O'Day Consultants, Inc. for design of the Drainage Master Plan Project BCB – Magnolia Avenue Storm Drain Improvements Project as part of the Citywide Drainage Improvement Program, CIP Project No. 6608 in an amount not to exceed \$209,373. (Staff contact: Daniel Zimny, Public Works)
7. APPROPRIATION OF ADDITIONAL FUNDS FOR THE PALOMAR AIRPORT ROAD WIDENING PROJECT, CIP PROJECT NOS. 6043 and 6044 - Adoption of Resolution No. 2020-239 authorizing appropriation of additional funds in the amount of \$195,000 from the Gas Tax Fund for the Palomar Airport Road Widening Project, CIP Project Nos. 6043 and 6044. (Staff contact: Babaq Taj, Public Works)
8. NORTH ZONE TECHNICAL RESCUE TEAM PROGRAM AND INTERAGENCY TECHNICAL RESCUE TEAM MEMORANDUM OF UNDERSTANDING – Adoption of Resolution No. 2020-240 authorizing the fire chief to execute the Interagency Technical Rescue Team Memorandum of Understanding. (Staff contact: Nick Ordille and Kevin Lynds, Fire Department)

ORDINANCES FOR INTRODUCTION: None.

ORDINANCE FOR ADOPTION:

9. ORDINANCE NO. CS-388 – HOTEL EMPLOYEE RECALL RIGHTS – Adoption of Ordinance No. CS-388 amending Carlsbad Municipal Code Title 5, with the addition of Chapter 5.70, Hotel Employee Recall Rights. (Staff contact: Faviola Medina, City Clerk Services)

City Manager’s Recommendation: Adopt Ordinance No. CS-388.

City Attorney Celia Brewer titled the ordinance.

Motion by Mayor Pro Tem Blackburn, seconded by Council Member Bhat-Patel, to adopt Ordinance No. CS-388. Motion carried, 4/1 (Hall – No).

PUBLIC HEARINGS: None.

DEPARTMENTAL AND CITY MANAGER REPORTS:

10. FIRE DEPARTMENT HAZARD REDUCTION PROGRAM – Receive a report on the 2020 Hazard Reduction Program and potential service enhancement. (Staff contact: Randy Metz, Fire Department)

City Manager’s Recommendation: Receive the report.

Fire Marshall Randy Metz presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

In response to an inquiry from Mayor Pro Tem Blackburn, Fire Marshall Metz explained the standards are applied uniformly throughout the city.

In response to an inquiry from Mayor Hall, Fire Marshall Metz explained fire suppression efforts statewide and locally in Carlsbad.

Council received the report.

11. PRESENTATION FROM SAN DIEGO LOCAL AGENCY FORMATION COMMISSION ON UPCOMING MUNICIPAL SERVICE REVIEWS – Receive an informational presentation from the San Diego County Local Agency Formation Commission (LAFCO) on the upcoming municipal service reviews of the City of Carlsbad and Carlsbad Municipal Water District. (Staff contact: Paz Gomez, Public Works)

City Manager’s Recommendation: Receive the presentation.

Deputy City Manager Paz Gomez and San Diego County Local Agency Formation Commission (LAFCO) Local Government Analyst Linda Heckenkamp presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

Council received the presentation.

12. FY 2019-20 ANNUAL FINANCIAL AUDIT RESULTS – Receive a presentation on the city’s fiscal year 2019-20 annual financial audit results. (Staff contact: Ryan Green, Administrative Services)

City Manager’s Recommendation: Receive the presentation.

Assistant Finance Director Ryan Green and Davis Farr LLP Partner Jennifer Farr presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

In a response to an inquiry from Mayor Hall, Assistant Finance Director Green explained the sales tax revenues were down in the latter part of the year and that a quarterly update will be provided in January 2021 with more information.

Council received the presentation.

13. CITY COUNCIL INPUT ON 2021 GOAL SETTING PROCESS – Discuss the 2021 goal setting process and provide direction to staff. (Staff contact: Sheila Cobian, City Manager)

City Manager’s Recommendation: Discuss and provide direction to staff.

City Manager Scott Chadwick introduced the item and Intergovernmental Affairs Director Jason Haber and Communication and Engagement Director Kristina Ray who presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

In response to an inquiry from Mayor Hall, Mayor Pro Tem Blackburn explained he would like to see information about staff capabilities to help decide goal timelines. He also requested the facilitator be direct and to the point about goal-setting.

In response to an inquiry from Mayor Hall, Council Member Bhat-Patel explained it would be beneficial to discuss short-term goals in February 2021 and continue with broader, strategic goal setting at a later date. She also requested diverse representation in the community.

In response to an inquiry from Mayor Hall, Council Member Schumacher explained her willingness to commit to short-term goals and not a two-year timeline. She requested City Council revisit the goals that previous City Council members have set, additional public input, and more consistent benchmarking.

In response to an inquiry from Mayor Hall, Council Member Acosta explained her request for a hybrid strategic-plan approach and a benchmark dashboard.

Mayor Hall expressed that the most important part of goal setting is taking the necessary time for the community to weigh in, participate, and discuss where the city wants to be in 25 years.

The following individual called into the City Council Meeting and voiced their comment for the record:

Sharna Skjei spoke regarding her concern about the homeless encampments during the COVID-19 pandemic and her support to continue funding the Carlsbad Police Department.

In response to an inquiry from Mayor Pro Tem Blackburn, Mayor Hall suggested that the second phase of the Growth Management plan should be a topic of conversation at the February 2021 meeting.

Mayor Pro Tem Blackburn requested department directors provide a brief update about their goals and needs.

In response to an inquiry from Council Member Schumacher, Mayor Hall explained previous goals should be a topic with updates during the February 2021 meeting.

In response to an inquiry from City Manager Scott Chadwick, Council Member Schumacher explained she would like a presentation and update on the 2018 existing and budgetary goals.

In response to an inquiry from Mayor Hall, City Manager Chadwick explained that staff can be prepared to address outstanding minute motions in their presentations. He also explained that the facilitator can discuss the strategic plan process when they meet with each individual council member.

In response to an inquiry by Council Member Schumacher, City Manager Chadwick explained that staff will be presenting and not removing minute motions from the running list.

In response to an inquiry from Council Member Bhat-Patel, City Manager Chadwick explained that an update will be scheduled at the Jan. 26, 2021 City Council Meeting and that two to three additional stand-alone special meetings will be scheduled in February at least one week apart to allow the public's input.

In response to an inquiry from Mayor Hall, the City Council Members explained that they were willing to waive a survey as community members have contacted them and been vocal about their input.

Council Member Bhat-Patel requested revisiting past survey results and goals and explained she would like clear expectations and goal metric measurements.

14. APPOINT ONE MEMBER TO THE PARKS & RECREATION COMMISSION – Adoption of Resolution No. 2020-241 appointing one member to the Parks & Recreation Commission. (Staff contact: Tammy McMinn, City Clerk Department)

City Manager's Recommendation: Adopt the resolution.

The following individuals called into the City Council Meeting and voiced their comment for the record:

Marissa Steketee spoke regarding her interest and qualifications for serving on the Parks & Recreation Commission.

In response to an inquiry from Mayor Pro Tem Blackburn, Ms. Steketee explained she would prefer to serve on the Parks & Recreation Commission.

Bill Kamenjarin spoke regarding his interest and qualifications for serving on the Parks & Recreation Commission.

Mayor Pro Tem Blackburn thanked Mr. Kamenjarin for his application and encouraged him to apply for future vacancies.

Motion by Council Member Schumacher, seconded by Mayor Pro Tem Blackburn, adopting Resolution No. 2020-241 appointing Marissa Steketee to serve as a member on the Parks & Recreation Commission. Motion carried unanimously, 5/0.

COUNCIL REPORTS AND COMMENTS: Mayor Hall and City Council Members thanked the Police Department for their work on the investigation of Lisa Thorborg's murder and wished the community a healthy holiday season.

CITY MANAGER COMMENTS: City Manager Chadwick explained the city's role in enforcing the health order and that staff will be communicating with City Council on their next course of action.

CITY ATTORNEY COMMENTS: None.

CITY CLERK COMMENTS: None.

ANNOUNCEMENTS: None.

ADJOURNMENT: Mayor Hall adjourned the duly noticed Meeting at 5:31 p.m.

Mia De Marzo
Deputy City Clerk



Minutes

January 14, 2021 8:30 a.m.

CALL TO ORDER: 8:30 a.m.

ROLL CALL: Hall, Blackburn, Acosta, Bhat-Patel.
Absent: Schumacher.

PUBLIC COMMENT ON AGENDA ITEM: None.

DEPARTMENTAL AND CITY MANAGER REPORTS:

1. **RESPECTFUL WORKPLACE: PREVENTING WORKPLACE HARASSMENT, DISCRIMINATION AND RETALIATION TRAINING**

Human Resources Director Judy Von Kalinowski introduced Partner Joseph Sanchez of Best Best & Krieger LLP.

In accordance with Senate Bill 1343, Council Members will receive two hours of mandatory workplace harassment, discrimination and retaliation training and education. (Staff Contact: Judy Von Kalinowski, Human Resources Department)

Partner Joseph Sanchez of Best Best & Krieger LLP presented the report and reviewed a PowerPoint presentation (on file in the Office of the City Clerk).

Council Action: Council and members of staff received two hours of mandatory Respectful Workplace training.

ADJOURNMENT:

By proper motion, the Special Meeting of January 14, 2021 was adjourned at 10:27 a.m.

Hector Gomez
Deputy City Clerk



CITY COUNCIL
Special Meeting

Minutes

Jan. 19, 2020, 8 a.m.

Council Chamber
1200 Carlsbad Village Drive
Carlsbad, CA 92008

CALL TO ORDER: 8 a.m.

ROLL CALL: Hall, Blackburn, Acosta, Bhat-Patel, Schumacher.

PUBLIC COMMENT ON AGENDA ITEM: None.

CLOSED SESSION:

City Attorney Celia Brewer read the City Council into Closed Session.

Council adjourned into Closed Session at 8 a.m. pursuant to the following:

1. **CONFERENCE WITH LEGAL COUNSEL REGARDING SIGNIFICANT EXPOSURE TO LITIGATION**
That the City Council, by motion, authorize a closed session to discuss anticipated litigation of one case pursuant to Government Code section 54956.9(d).

Council Action: No reportable action.

ADJOURNMENT:

By proper motion, the Special Meeting of Jan. 19, 2020 was adjourned at 9:14 a.m.

Tamara R. McMinn, CPMC, CMC
Senior Deputy City Clerk



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Dave Padilla, Engineering Manager
 dave.padilla@carlsbadca.gov, 760-603-7356

Vicki Quiram, Utilities Director
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Subject: Amendment No. 5 to the Project Agreement between the City of Carlsbad and the City of Vista for Construction of the Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer Reaches VC11B-VC15

Districts: 1, 2 and 3

Recommended Action

Adopt a resolution to:

- Authorizing the deputy city manager, administrative services, to transfer \$1,200,000 from the Sewer Connection Fee Fund to the Sewer Replacement Fund as a partial repayment of the outstanding Sewer Connection Fee Fund loan balance
- Authorizing the deputy city manager, administrative services, to appropriate additional funds from the Sewer Replacement Fund to the Project Budget in the amount of \$1,200,000
- Authorize the mayor to execute Amendment No. 5 to the project agreement for construction of the Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer, Reaches VC11B–VC15,¹ between the City of Carlsbad and the City of Vista
- Authorize the city manager to approve contract documents and reimbursement payments to Vista for Carlsbad’s share of the remaining project work in an amount not to exceed \$1,545,000

Executive Summary

This item is regarding Agua Hedionda Lift Station Capital Improvement Program projects 3492, 3886 and 3949. The lift station is jointly owned by the cities of Carlsbad and Vista and pumps wastewater flow from both cities to the Encina Water Pollution Control Facility for treatment. While the lift station itself is in District 2, portions of the pipeline included in the project traverse Districts 1 and 3. This project, which is to replace the lift station and increase its capacity, started in 2015, but was delayed in 2019 because of a construction contract dispute

¹ A reach is a specifically defined segment of sewage pipe.

related to the performance of the pumping system. As had been agreed upon by both cities, Carlsbad started as the lead agency in executing the project.

In October 2019, Carlsbad, with the concurrence of Vista, issued a unilateral deductive change order in the amount of \$834,888 to remove the remaining non-disputed project work from the construction contractor's scope of work and pursued an alternative method of completing the remaining work. The remaining work includes final grading and paving, construction of a storm water detention basin and related storm drain improvements, relocation of two temporary pumps that provide back-up pumping capacity for the lift station and demolition of the existing lift station. Carlsbad and Vista staff agreed that Vista would oversee the remaining work.

Vista proposed to use the progressive design-build² delivery method because of its staff's familiarity with the process, the ability to provide owner input during the design phase of the project and a short procurement period. At that time, Vista estimated completing the remaining work by summer 2020 at a cost of approximately \$1.5 million in total for both cities.

On April 14, 2020, the Carlsbad City Council authorized approval of Amendment No. 4 to the project agreement between Vista and Carlsbad through Resolution No. 2020-060. This amendment transferred the lead agency role from Carlsbad to Vista for completion of the remaining work. According to the agreement, Carlsbad's share of the estimated cost of \$1.5 million was 30.9%, or \$463,500, which was encumbered in the project budget and is still available to be applied toward Carlsbad's future project costs.

In October 2020, Vista received one proposal from the design-build team of TC Construction - Michael Baker, Inc. This proposal included a 50-item list of improvements requested by the facility operator Encina Water Authority, which Carlsbad and Vista agreed were necessary for the project and should be included in the project pending available funding. After two rounds of negotiation, the final fee totaled \$4.29 million, nearly three times the original estimate of \$1.5 million that was approved by the city councils of both agencies in Amendment No. 4.

If Vista's owner advisor services are extended through the design and construction phases and with 5% contingency, the total cost of the progressive design-build effort is estimated to be approximately \$5 million. Carlsbad's share of this cost is \$1,545,000. Staff has explored alternatives to complete the project at a lower cost but have not identified any options that eliminate the potential risks associated with further project delays.

Discussion

Background

The Vista/Carlsbad Interceptor Sewer was built in the early 1960s and extends approximately eight miles northeast from the Encina Water Pollution Control Facility in Carlsbad to Vista. The interceptor sewer³ is identified in city documentation as pipeline Reaches VC1 through VC15 and includes the Buena Vista and Agua Hedionda Lift stations. The project replaces existing facilities with larger pipes and pumps to increase sewer capacity and improve reliability within

² Progressive design-build refers to a process in which the engineering design entity and the contractor comprise a team, under contract with the owner, to collaborate during the earliest phases of a project's development and collectively participate in developing project solutions.

³ An interceptor sewer, a component of a sewage collection system, is a large collector pipe that receives flow from other sewer lines and conveys the flow to a wastewater treatment plant.

the southernmost portion of the Vista/Carlsbad interceptor sewer system. The project is located entirely within Carlsbad, beginning at the north shore of the Agua Hedionda Lagoon and extending south approximately 2.3 miles to the Encina Water Pollution Control Facility.

Vista and Carlsbad entered into the project agreement on Jan. 27, 2015. The agreement designated Carlsbad as the lead agency for its planning, design and construction.

On Feb. 10, 2015, the City Council adopted Resolution No. 2015-039, approving an agreement with Vista for funding construction phase services for the project. On May 19, 2015, the City Council adopted Resolution No. 2015-124, authorizing award of a contract to the contractor to construct the project for an amount not to exceed \$44,195,300.

The project subsequently encountered unforeseen conditions that increased the cost of the construction contract and delayed the construction schedule. These changes were addressed through construction change orders to the contractor authorized by the city manager and through resolution nos. 2017-223, 2018-142 and 2019-083, approved by the City Council on Dec. 5, 2017; July 24, 2018; and Aug. 13, 2019, respectively, to amend the city's professional service agreements for construction management and inspection services and for design engineering and construction support services.

Construction of the project is approximately 95% complete. A dispute with the contractor regarding the pumping system has delayed its completion. With Vista's concurrence, Carlsbad issued a unilateral deductive change order to the contractor on Oct. 23, 2019, in the amount of \$834,888, deleting the remaining work from the contract.

Carlsbad and Vista staff recommended that Vista procure a progressive design-build team under a new contract to complete the remaining work. To initiate this process, Vista approved the award of a qualification-based, professional services contract on Jan. 28, 2020, with CDM Smith Inc. in the amount of \$139,920 to serve as the owner's advisor. The owner's advisor developed the procurement and request for proposal documents for a progressive design-build solicitation in which design-build teams, the bidders, were to submit proposals for the completion of the remaining work. The owner's advisor also developed a project implementation plan.

On April 14, 2020, the Carlsbad City Council adopted Resolution No. 2020-060, approving Amendment No. 4, which provides for Carlsbad and Vista to share the costs for the completion of the remaining work, including the owner's advisor services, in proportion to their respective ownership of the lift station: 69.1% for Vista and 30.9% for Carlsbad. Based on Carlsbad's percentage ownership, its share of the owner's advisor services contract would be \$43,235, plus a 5% markup for construction administration and project management services provided by Vista, for a total of \$45,397. (The lift station is within the pipe segment designated as Reach VC12.)

Vista initially estimated the cost to complete the remaining work and the owner's advisor services to be \$1.5 million. Amendment No. 4 increased the project budget by this amount, raising the total project budget from \$60,125,078 to \$61,625,078 and appropriating \$345,276 from the Sewer Connection Fee Fund to fund Carlsbad's share. Carlsbad's share of the remaining project work, including owner advisor services, was not to exceed \$463,500. During preparation of the Vista Progressive Design-Build request for proposals, the Encina Wastewater

Authority, as operator of the facility, requested 50 additional system optimization and safety improvements that would allow for the proper operation and maintenance of the facility. The agencies understood that, although the cost for these additional improvements was not included in the cost estimate for the remaining work, this additional work would be included in the progressive design-build contract if Vista and Carlsbad mutually agreed and sufficient funding were available. Carlsbad, Vista and Encina Wastewater Authority staff agree that this additional work should be completed now or in the very near future.

In October 2020, Vista received one proposal from TC Construction – Michael Baker, Inc. as the design-build team for a fee of \$4.34 million. The bid included the 50-item list of improvements. Though Vista encouraged other contractors who attended the pre-bid meeting to bid on the project, only one proposal was received. This is likely because of the current high demand for construction contractors and the risk associated with relocating the two back-up pumps. Furthermore, the risk in a progressive design-build project is mostly held by the design-build team. Based on TC Construction’s proposed construction schedule, pump relocation is scheduled to occur in August and September 2021, prior to the rainy season and peak wet weather period. This scheduling constraint may have influenced the bid.

Two negotiation sessions on the scope of services and fees with TC Construction culminated in a final fee of \$4.29 million, which is nearly three times the original estimate of \$1.5 million that was presented and approved by the city councils of both agencies in Amendment No. 4. In addition to the progressive design-build fee increase, the cost to extend owner’s advisor services for project management and design and environmental review services during development of the guaranteed maximum price will be \$112,000. If that price is within the project budget and Vista and Carlsbad agree to proceed with construction, then owner’s advisor services will be further extended to cost an estimated \$350,000, bringing the total estimated cost to \$4,752,000. Note that the final guaranteed maximum price for construction of the completed project is developed upon completion of the 60% design, so the fee is subject to revision until that time. For budgeting purposes and to include a 5% contingency, the total estimated cost of the progressive design-build effort is \$5,000,000.

On Nov. 9, 2020, in consideration of the fee increase, Carlsbad staff contacted Vista staff to discuss options to reduce the fee and whether Carlsbad could support the project completion at this cost. Vista’s recommended approach was to proceed with awarding the progressive design-build contract in December 2020 to complete the work in a timely manner. Based on the lack of bidders’ interest in the project, Vista’s staff does not expect a significantly lower bid to complete the remaining work in a timely manner using any other project delivery method.

Only a portion of Carlsbad’s reserves are available for this project – the \$463,500 that was authorized but not yet spent in Amendment No. 4. However, finance staff can transfer \$1.2 million from the Sewer Connection Fee Fund to the Sewer Capacity Fee Fund to refund a previous transfer from the opposite direction and free up the funds needed to complete this project. By utilizing the \$463,500 amount that is currently encumbered for the remaining work and the transfer of \$1.2 million, the city will have enough funding available for Carlsbad’s share of the project, including the 50-item Encina Wastewater Authority’ list and staff expenses.

Alternatives considered

Carlsbad's share of costs for any option is 30.9% of the total cost. A sum of \$463,500 was previously authorized in Amendment No. 4 and is available to partially cover Carlsbad's share of the total costs.

The options before the City Council are:

Option 1: Proceed with the progressive design-build approach for the remaining project work and include the Encina Wastewater Authority's list of improvements.

Construction would commence in August 2021, and Carlsbad's share of the progressive design-build cost and owner's advisor services would be \$1,545,000.

The existing temporary pumps will be used this winter to handle peak sewer flows, which cannot be pumped by the Agua Hedionda Lift Station in its present condition.

Option 2: Proceed with the progressive design-build approach but delay the Encina Wastewater Authority 50-item list of improvements.

Higher costs are anticipated if the authority improvements are delayed. Carlsbad's estimated share of the progressive design-build cost and owner's advisor services would be \$1,437,000.

Option 3: Transfer the lead agency role back to Carlsbad and re-package and re-bid the project via a design-bid-build approach for the remaining project work only.

The Encina Wastewater Authority's list of improvements would be excluded from this option and likely developed into a future Capital Improvement Program project. The extent of participation from other bidders on a design-bid-build effort is unknown and the bid price would be subject to the bidding climate at that time. Completion of the project would be delayed a minimum of eight months. Carlsbad's estimated share of costs under this option is \$1,280,000.

Other considerations

The cost of Vista's progressive design-build contract includes the 50-item Encina Wastewater Authority list of improvements, but does not include any work that may be needed to address outstanding issues associated with the performance of the lift pumps. The potential solution to resolve the lift pump performance issues includes fabrication and installation of new impellers by the original contractor, which along with subsequent testing and verification of their performance are anticipated to be completed by early fall 2021. The schedule for impeller replacement will need to be accommodated by the progressive design-build team, and the schedule may still be delayed for other unforeseen reasons. If the new impellers do not solve the lift pump performance issues, currently planned wastewater Capital Improvement Program projects will need to be delayed for funding additional work at the Agua Hedionda Lift Station.

Conclusion and recommendation

The progressive design-build project delivery method managed by the City of Vista is the fastest approach to get the project built and in operation to arrive at construction and project completion and requires the least amount of staff resources. The alternatives evaluated may offer some cost savings but are less desirable because of the longer period required to complete the project, additional staff time needed, the uncertainty of the bidding climate in the future and potential risks associated with project delays.

Staff recommends the remaining project work and the Encina Wastewater Authority 50-item list of improvements be completed under Vista’s oversight and further recommends the City Council:

1. Authorize the deputy city manager, administrative services, to transfer \$1,200,000 from the Sewer Connection Fee Fund to the Sewer Replacement Fund as a partial repayment of the outstanding Sewer Connection Fee Fund loan balance
2. Authorize the deputy city manager, administrative services, to appropriate additional funds from the Sewer Replacement Fund to the Project Budget in the amount of \$1,200,000
3. Authorize the mayor to execute Amendment No. 5 to the project agreement for construction of the Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer, Reaches VC11B–VC15, between the City of Carlsbad and the City of Vista
4. Authorize the city manager to approve contract documents and reimbursement payments to Vista for Carlsbad’s share of the remaining project work in an amount not to exceed \$1,545,000

Fiscal Analysis

All project costs shall be shared between the City of Carlsbad and the City of Vista as described in the project agreement and subsequent amendments. Based on a total estimated progressive design-build cost of \$5,000,000 for the remaining work, including the 50-item list of improvements and owner advisor services, Carlsbad’s share of this cost is \$1,545,000. Sufficient funds are not available in the Sewer Replacement Fund. To fund the Sewer Replacement Fund, a partial repayment of an outstanding loan from the Sewer Connection Fund to the Sewer Replacement Fund of \$1.2 million is required. This transfer will provide enough funds for this request.

Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer Reaches VC11B – VC15, and Recycled Water Line Project Capital Improvement Program project nos. 3492, 3886, and 3949	
Current appropriation ¹	\$61,991,044
Current expenditures/encumbrances	\$61,872,946
TOTAL AVAILABLE	\$118,098²
Additional project costs	
Remaining work (estimated)	\$1,545,000
Encumbered towards the remaining work	(\$463,500)
Staff expenses	\$118,500
ADDITIONAL APPROPRIATION NEEDED	\$1,200,000

1. The current appropriation includes \$365,966 in costs that do not fall within the VC Project Agreement between the City of Vista and the City of Carlsbad related to costs that predate and were not included in the cost-share agreement.

2. Reserved for legal fees.

A summary of the project agreement budget is shown in the table below:

Agreement between the City of Carlsbad and the City of Vista for construction of the Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer Reaches VC11B – VC15	
Project agreement original budget (Resolution No. 2015-039)	\$56,702,500
Amendment No. 1 (Resolution No. 2017-223)	\$1,754,470
Amendment No. 2 (Resolution No. 2018-142)	\$0
Amendment No. 3 (Resolution No. 2019-083)	\$1,668,108
Amendment No. 4 (Resolution No. 2020-060)	\$1,500,000
Amendment No. 5 (proposed)	\$3,500,000
TOTAL PROPOSED BUDGET IN AGREEMENT	\$65,125,078

Note: Some figures may be rounded.

Next Steps

If the proposed recommendations are authorized, Carlsbad and Vista staff will proceed with Option 1 at a cost to Carlsbad of \$1,545,000 to pay for completion of the remaining work, the 50-item Encina Wastewater Authority list and owner’s advisor services. If the guaranteed maximum price is within the estimate, Vista will authorize to proceed with construction. If the price is higher than the amount authorized by Amendment No. 5, further City Council action will be needed.

If the City Council does not authorize the proposed recommendations, the project site will remain incomplete and at risk of violating stormwater regulations for up to two more years. Additional delays may result in additional costs.

On Feb. 9, 2021, Vista staff will present the same recommendations to the Vista City Council for approval of their share and approval of Amendment No. 5 to the project agreement.

Environmental Evaluation (CEQA)

A mitigated negative declaration and mitigation monitoring and reporting program were prepared for the Agua Hedionda Sewer Lift Station, Force Main and Gravity Sewer Replacement Project (Project No. PDP 00-02(C)/SP 144(L)/RP 10-26/CDP 10-17/HDP 10-05/SUP 10-02/HMP 10-03). The mitigated negative declaration was adopted by the City Council on Dec. 6, 2011, in compliance with California Environmental Quality Act Guidelines Section 15074.

Execution of Amendment No. 5 is within the scope of the adopted environmental documents and there are no substantial changes to the project, so no additional CEQA analysis is required.

Public Notification

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

Exhibits

1. City Council Resolution
2. Location map

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING THE MAYOR TO EXECUTE AMENDMENT NO. 5 TO THE PROJECT AGREEMENT FOR CONSTRUCTION OF THE AGUA HEDIONDA SEWER LIFT STATION AND VISTA/CARLSBAD INTERCEPTOR SEWER, REACHES VC11B–VC15, BETWEEN THE CITY OF CARLSBAD AND THE CITY OF VISTA, AUTHORIZE THE DEPUTY CITY MANAGER, ADMINISTRATIVE SERVICES, TO TRANSFER \$1,200,000 FROM THE SEWER CONNECTION FEE FUND TO THE SEWER REPLACEMENT FUND, APPROPRIATE \$1,200,000 FROM THE SEWER REPLACEMENT FUND, AND AUTHORIZE THE CITY MANAGER TO APPROVE CONTRACT DOCUMENTS AND REIMBURSEMENT PAYMENTS TO THE CITY OF VISTA FOR THE CITY OF CARLSBAD'S SHARE OF THE REMAINING PROJECT WORK IN AN AMOUNT NOT TO EXCEED \$1,545,000

WHEREAS, on Feb. 10, 2015, the City of Carlsbad (Carlsbad) and the City of Vista (Vista) entered into a Project Agreement for construction of the Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer, Reaches VC11B-VC15 (Project); and

WHEREAS, the Project Agreement designated Carlsbad as the Lead Agency; and

WHEREAS, Carlsbad and Vista subsequently amended the Project Agreement on Dec. 8, 2017, to increase the Project's budget to cover unforeseen costs and additional services; on Sept. 11, 2018, to modify the Project Agreement's terms to include legal services necessary to complete the Project; and on Aug. 13, 2019, to increase the Project's budget to cover unforeseen costs and additional services; and

WHEREAS, Carlsbad and Vista amended the Project Agreement for the fourth time on April 14, 2020 to transfer Lead Agency responsibility to Vista for completion of certain work (remaining work) using the progressive design-build method of project delivery and to increase the Project Budget by \$1,500,000 to fund the cost of the remaining work, for a total Project Budget of \$61,625,078; and

WHEREAS, as the first step in the design-build procurement method, Vista procured Owner's Advisor services in the amount of \$139,920, which is included in the \$1,500,000 funding for the remaining work; and

WHEREAS, the location of the remaining work is at the Agua Hedionda Lift Station, Reach VC12, in which Vista owns 69.1% and Carlsbad owns 30.9% of the Project, respectively; and

WHEREAS, Carlsbad and Vista share the cost of the remaining work in proportion to their ownership of Reach VC12; and

WHEREAS, Carlsbad's share of the cost of the remaining work was \$463,500, which includes Carlsbad's share of the Owner's Advisor services and a five percent markup for construction administration and project management services provided by Vista; and

WHEREAS, the City Council authorized the City Manager to approve contract documents and reimbursement payments to the City of Vista for Carlsbad's proportionate share of the remaining work in an amount to not exceed \$463,500; and

WHEREAS, the Encina Wastewater Authority (EWA) operates the Agua Hedionda Lift Station on behalf of Vista and Carlsbad and requested system optimization and safety improvements and such improvements are deemed beneficial and necessary by Vista and Carlsbad staff; and

WHEREAS, Vista solicited public bids for the remaining work and for the system optimization and safety improvements requested by EWA and received one bid for the remaining work at \$4.29 million; and

WHEREAS, construction of the remaining work and the system optimization and safety improvements requested by EWA will require an extension of the contract scope and fee for Vista's Owner Advisor services for an estimated fee of \$112,000 for design phase services and \$350,000 for construction phase services; and

WHEREAS, a mitigated negative declaration and mitigation monitoring and reporting program were prepared for the Agua Hedionda Sewer Lift Station, Force Main and Gravity Sewer Replacement Project (PDP 00-02(C)/SP 144(L)/RP 10-26/CDP 10-17/HDP 10-05/SUP 10-02/HMP 10-03). The mitigated negative declaration was adopted by the City Council on Dec. 6, 2011, in compliance with the California Environmental Quality Act (CEQA) Guidelines Section 15074; and

WHEREAS, execution of Amendment No. 5 is within the scope of the adopted environmental documents and, since there are no substantial changes to the Project, no additional CEQA analysis is required.

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

1. That the above recitations are true and correct.

2. That the deputy city manager, administrative services, is authorized to transfer \$1,200,000 from the Sewer Connection Fee Fund to the Sewer Replacement Fund as a partial repayment of the outstanding Sewer Connection Fee Fund loan balance.

3. That the deputy city manager, administrative services, is authorized to appropriate additional funds from the Sewer Replacement Fund to the Project Budget in the amount of \$1,200,000.

4. That the mayor of the City of Carlsbad is authorized and directed to execute Amendment No. 5 to the Project Agreement between the City of Carlsbad and the City of Vista, attached as Attachment A, which increases the Vista/Carlsbad Project Agreement Budget by \$3,500,000 to a revised Project Agreement Budget of \$65,125,078.

5. That the city manager of the City of Carlsbad, or designee is authorized to approve and execute contract documents and reimbursement payments to the City of Vista for Carlsbad's proportionate share of the remaining work in an amount not to exceed \$1,545,000.

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

AYES:

NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

**FIFTH AMENDMENT TO THE PROJECT AGREEMENT BETWEEN THE CITY
OF VISTA AND THE CITY OF CARLSBAD FOR CONSTRUCTION OF THE
AGUA HEDIONDA SEWER LIFT STATION AND VISTA/CARLSBAD
INTERCEPTOR SEWER, REACHES VC11B–VC15**

THIS FIFTH AMENDMENT (“Fifth Amendment”) to the Project Agreement between the City of Vista and the City of Carlsbad, dated February 10, 2015 (“Project Agreement”), is made and entered into as of _____, 2021 (“Fifth Amendment Date”), by and between the City of Vista, a chartered municipal corporation (“Vista”), and the City of Carlsbad, a chartered municipal corporation (“Carlsbad”).

RECITALS

A. Carlsbad and Vista entered into a Project Agreement for the construction of the Agua Hedionda Sewer Lift Station and Vista/Carlsbad Interceptor Sewer, Reaches VC11B–VC15 (Project) on February 10, 2015. The Project Agreement designated Carlsbad as the Lead Agency.

B. Carlsbad and Vista entered into a First Amendment to the Project Agreement on December 8, 2017, to provide additional funding in the amount of \$1,754,470 for additional construction costs associated with unforeseen issues and delays to the Project as well as additional construction management and inspection services required to complete the Project for a total Project Budget of \$58,456,970.

C. Carlsbad and Vista entered into a Second Amendment to the Project Agreement on September 11, 2018, to modify the terms of the Project Agreement to include legal services necessary to complete the Project.

D. Carlsbad and Vista entered into a Third Amendment to the Project Agreement on August 13, 2019, to provide additional funding in the amount of \$1,668,108 for legal services, design engineering and construction support, and construction management and inspection services to address unforeseen issues and delays associated with the contractor’s claim of changed conditions related to the microtunneling scope of work and performance issues related to the lift station pumping system for a total Project Budget of \$60,125,078.

E. With Vista’s advice and consent, Carlsbad issued a unilateral deductive change order, Contract Change Order No. 16, dated October 23, 2019, to Pulice Construction, Inc., in the amount of \$834,888.18 to delete the “Remaining Work” on the Project.

F. The “Remaining Work” generally consists of demolition of the old sewer lift station, removal of third-party utilities, relocation of emergency standby diesel pumps, landscaping, site lighting, storm drain improvements, final grading, and base and final paving.

G. Carlsbad and Vista entered into a Fourth Amendment on May 1, 2020 to name the City of Vista as the Lead Agency to manage the effort to complete construction of the Remaining Work with a new contractor using the progressive design-build method of project delivery and increased the Project Budget by \$1,500,000 to \$61,625,078.

H. Encina Wastewater Authority, which operates and maintains the Agua Hedionda Lift Station (AHLS) on behalf of Carlsbad and Vista, is requesting safety, regulatory compliance,

and operability improvements (Encina Improvements) to AHLS which are not in the original project construction documents. Carlsbad and Vista mutually agree that these improvements should be completed with the Remaining Work.

I. Carlsbad and Vista desire to enter into a Fifth Amendment of the Project Agreement to increase the Project Budget by \$3,500,000 to \$65,125,078 and to allocate this cost in proportion to their ownership of the AHLS, which is 30.9% Carlsbad and 69.1% Vista.

NOW, THEREFORE, Vista and Carlsbad agree as follows:

1. With Carlsbad’s advice and consent, Vista will contract with the Design-Build Team of TC Construction, Inc./Michael Baker International (DBT) for Phase 1 – Pre-Construction Services for \$696,560.

2. With Carlsbad’s advice and consent, Vista will amend CDM Smith Inc. (CDM) Owner’s Advisor’s (OA) scope of work to extend professional services during Phase 1 for \$111,966. Carlsbad agrees to pay its proportionate share of OA services (\$34,597) plus a 5% mark up (\$5,598) in consideration for construction administration and project management services provided by Vista.

3. The Project Budget is increased by \$3,500,000 to \$65,125,078. The total cost of the Remaining Work, Encina Improvements, and OA services may not exceed \$5,000,000 or the total Project Budget of \$65,125,078 without the approval of a separate, subsequent amendment to the Project Agreement.

4. All other provisions of the Project Agreement, as may have been amended from time to time, will remain in full force and effect.

CITY OF VISTA, a chartered municipal corporation

CITY OF CARLSBAD, a chartered municipal corporation

By: _____
JUDY RITTER, MAYOR

By: _____
MATT HALL, MAYOR

ATTEST:
KATHY VALDEZ, CITY CLERK

ATTEST:
BARBARA ENGLESON, CITY CLERK

By: _____

By: _____

APPROVED AS TO FORM:
DAROLD PIEPER, CITY ATTORNEY

APPROVED AS TO FORM:
CELIA A. BREWER, CITY ATTORNEY

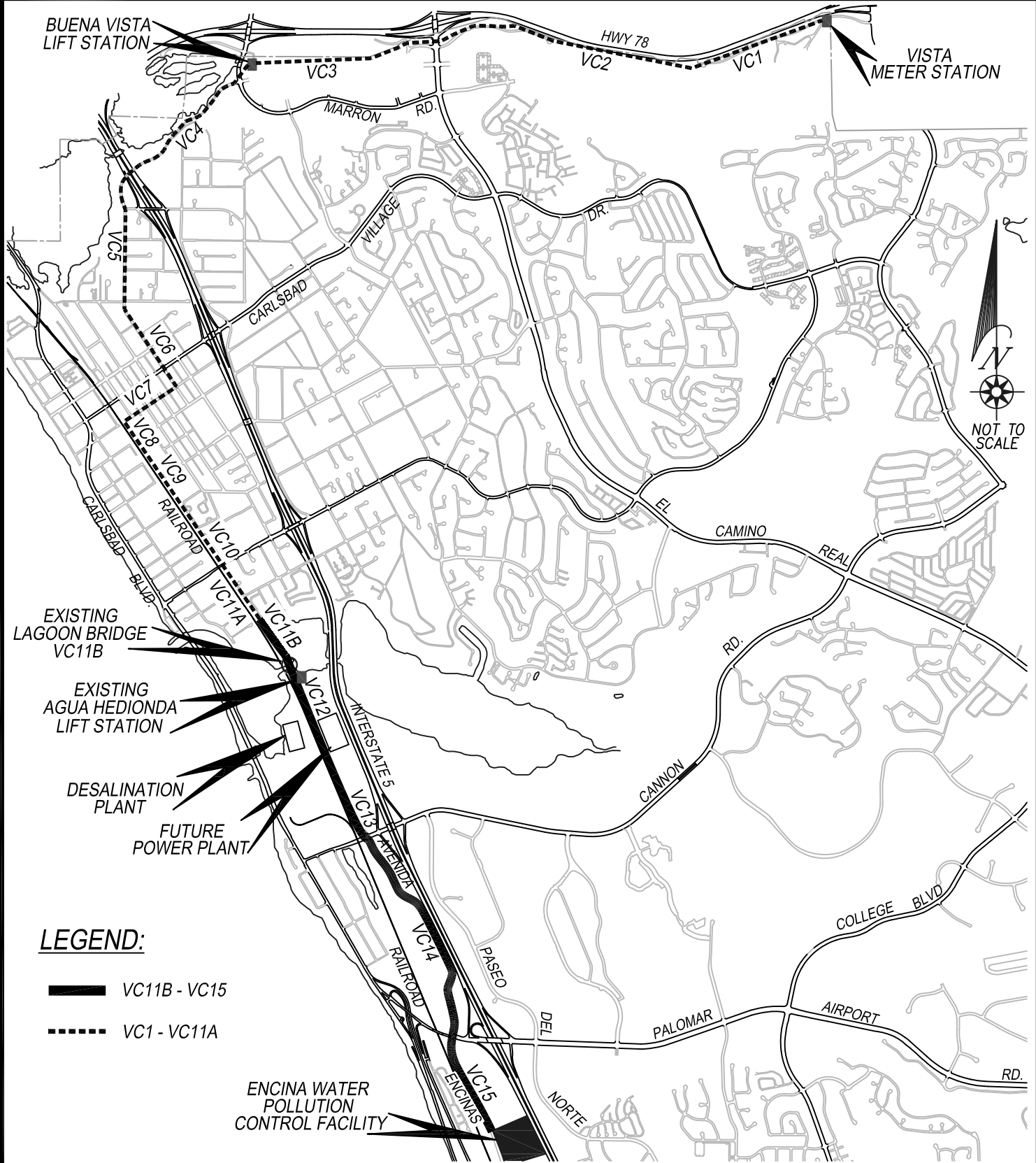
By: _____

By: _____

RISK MANAGEMENT REVIEW:
DOLORES GASCON, RISK MANAGER

By: _____

LOCATION MAP



PROJECT NAME
AGUA HEDIONDA LIFT STATION & VISTA/CARLSBAD
INTERCEPTOR SEWER REACHES VC11B THROUGH VC15

PROJECT NUMBER
 3492,
 3886 & 3949

EXHIBIT
2



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Steven Stewart, Municipal Projects Manager
steven.stewart@carlsbadca.gov, 760-602-7543

Mickey Williams, Assistant Police Chief
mickey.williams@carlsbadca.gov, 760-931-2260

Subject: Amendment No. 4 to Agreement with Sillman Wright Architects, Inc. and Amendment No. 2 to Agreement with Griffin Structures, Inc. for the Safety Center Renovation Project

District: All

Recommended Action

Adopt resolutions authorizing:

- 1) Amendment No. 4 to the agreement with Sillman Wright Architects, Inc., to incorporate structural engineering services for the Emergency Operations Center complex into the design work for the Safety Center Renovation Project, Capital Improvement Program Project No. 4715, in an amount not to exceed \$278,967.
- 2) Amendment No. 2 to the agreement with Griffin Structures, Inc., to extend and amend the agreement for construction management and inspection services for the Safety Center Renovation Project, Capital Improvement Program Project No. 4715, in an amount not to exceed \$368,000.

Executive Summary

There are two projects in the city's adopted Capital Improvement Program, which are the Safety Center Renovation Project, Capital Improvement Program Project No. 4715, and the Emergency Operations Center Reconfiguration Project, Capital Improvement Program Project No. 4719.

The scope of the Safety Center Renovation Project includes upgrading interior finishes, expanding select functional areas due to staffing increases, infrastructure upgrades, Climate Action Plan-compliant measures and structural reinforcement of the Safety Center portion of the building to make it compliant with the Essential Services Building Seismic Safety Act of 1986. It does not include structural reinforcement of the emergency operation area of the building.

The Emergency Operations Center Reconfiguration Project, further described below, will refurbish the current center. Structural reinforcement of the center's area of the Safety Center building is not currently included in the scope of the project.

Staff is recommending that structural engineering design services for the Emergency Operation Center area be incorporated into the design work of Sillman Wright Architects, Inc., a firm that is already under contract with the city. The structural design services will describe the work necessary to bring the center area into compliance with the seismic safety act. Staff is also recommending amending and extending the agreement with Griffin Structures, Inc. for continued construction management and inspection services through completion of the project.

Discussion

The Safety Center building complex was approved for construction in 1985 for a staff of 95 people. During the last 35 years, Safety Center staffing has gradually increased to 188 people to keep up with city development and demands for service. However, the building has not been significantly renovated to accommodate these changes. The complex, located at 2560 Orion Way, comprises a two-story administration building, the Safety Center; and an attached one-story conference room building, containing the Emergency Operation Center.

The Safety Center Renovation Project was incorporated into the Capital Improvement Program during fiscal year 2014-15. In coordination with the Police and Fire departments, the project's scope and design have been developed over several years. As a result, the project comprehensively addresses building infrastructure needs, energy efficiency upgrades and essential safety and security improvements, all in a more efficient office layout.

On Nov. 19, 2019, the City Council adopted Resolution No. 2019-234 authorizing an agreement with Sillman Wright Architects to develop complete design plans, specifications and contract documents for the project. During a preliminary design review with Esgil, the city's plan review consultant for code compliance, a recommendation was made to upgrade the two-story administration building structurally to be compliant with the seismic safety act. In March 2020, staff undertook to follow Esgil's recommendation. On May 5, 2020, the City Council adopted Resolution No. 2020-076 approving an amendment to the agreement with Sillman Wright Architects, Inc., to incorporate structural engineering design services into the design work for the project. The design services covered under this amendment did not include the one-story conference room building, containing the Emergency Operation Center.

The Emergency Operation Center Reconfiguration Project was adopted into the Capital Improvement Program during FY 2015-16. The scope includes new furnishings, computers, software, network equipment, communications, and lighting and acoustic improvements that will upgrade the center to current standards for emergency response. The project does not currently include structural upgrades required to comply with the seismic safety act. To ensure the project is housed in a facility that meets seismic safety standards, staff recommends adding the seismic upgrades to the project's scope of work. Staff solicited a proposal from Sillman Wright Architects for the additional structural engineering design work for the center and obtained a proposal in an amount not to exceed \$278,967. Amendment No. 4 to the agreement will increase the cost of the agreement to an amount not to exceed \$1,356,830.

In August 2018, staff initiated an agreement with Griffin Structures for construction management and inspection services which is scheduled to expire on Feb. 28, 2021. Staff recommends extending and amending the agreement with Griffin Structures to maintain the continuity of coordination efforts, value engineering and construction sequencing work that

Griffin Structures has helped orchestrate with staff during the last two years. Staff solicited and obtained a proposal from Griffin Structures in an amount not to exceed \$368,000. Amendment No. 2 to the agreement will increase the cost of the agreement to an amount not to exceed \$753,500.

The City Council’s authorization of the Sillman Wright Architects and Griffin Structures amendments is required under Carlsbad Municipal Code Section 3.28.060(D) because the value of each agreement is greater than \$100,000.

The name of the Safety Center is to be changed to the Police and Fire Headquarters in keeping with a resolution approved by the council Nov. 17, 2020 (Resolution No. 2020-219).

The renovation of the interior of the Emergency Operations Center, designated as Capital Improvement Program Project 4719, will be undertaken later, after the completion of the structural work that needs to be done to the building under Capital Improvement Program Project 4715.

Fiscal Analysis

Amendment No. 4 to the agreement with Sillman Wright Architects is in an amount not to exceed \$278,967. Amendment No. 2 to the agreement with Griffin Structures is in an amount not to exceed \$368,000. Funds from the General Capital Construction and Infrastructure Replacement funds have been appropriated for the project as shown below:

Carlsbad Public Safety and Service Center Improvements, Capital Improvement Program Project No. 4715	
Current appropriation – General Capital Construction Fund	\$2,013,500
Current appropriation – Infrastructure Replacement Fund	\$5,953,050
Current Expenditures/encumbrances – General Capital Construction Fund	(\$511,870)
Current expenditures/encumbrances – Infrastructure Replacement Fund	(\$1,412,951)
Safety Center Current funding balance available	\$6,041,729
Additional project costs	
Amendment No. 4 with Sillman Wright Architects	\$278,967
Amendment No. 2 with Griffin Structures	\$368,000
Remaining balance	\$5,394,762
Additional appropriation needed	\$0

Upon completion of the additional design work and issuance of a building permit, a staff report will be presented for City Council approval of the design documents and authorization to offer the project up for bids. Once bids are received, staff plans to request the City Council award a construction contract to the successful bidder for the Safety Center Renovation Project, including the building that contains the Emergency Operation Center, and an additional appropriation of approximately \$11.4 million. Staff will have more refined cost estimates as the project’s design nears completion.

Next Steps

Staff will process Amendment No. 4 to the agreement with Sillman Wright Architects to add structural engineering design services for the Emergency Operation Center area to the design work for the project, including structural code requirements for an essential building. Staff will also process Amendment No. 2 to the agreement with Griffin Structures to extend and amend their agreement for the project inclusive of the work in the Emergency Operation Center area. Once the design work has been completed and permitted by the city, staff will return to City Council in spring 2021 to request approval of the plans and specifications, and authorization for bid solicitation.

Environmental Evaluation (CEQA)

The project is exempt from the California Environmental Quality Act under CEQA Guidelines Section 15301(d) – Existing facilities, which covers the restoration or rehabilitation of deteriorated or damaged structures, facilities or mechanical equipment to meet current standards of public health and safety.

Public Notification and Outreach

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

Exhibits

1. City Council Resolution for Sillman Wright Architects
2. City Council Resolution for Griffin Structures
3. Location map

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING AMENDMENT NO. 4 TO THE AGREEMENT WITH SILLMAN WRIGHT ARCHITECTS, INC. TO INCORPORATE STRUCTURAL ENGINEERING DESIGN SERVICES FOR THE EMERGENCY OPERATIONS CENTER INTO THE DESIGN WORK FOR THE SAFETY CENTER RENOVATION PROJECT, CAPITAL IMPROVEMENT PROGRAM PROJECT NO. 4715, IN AN AMOUNT NOT TO EXCEED \$278,967

WHEREAS, on Nov. 19, 2019, City Council adopted Resolution No. 2019-234 authorizing an agreement with Sillman Wright Architects, Inc. (SWA) to complete the design work for the Safety Center Renovation Project, Capital Improvement Program Project No. 4715 (Project), in an amount not to exceed \$611,214; and

WHEREAS, on May 5, 2020, City Council adopted Resolution No. 2020-076, approving Amendment No. 1 in an amount not to exceed \$365,225 to the agreement with SWA to add structural engineering design services to the scope of work for the Project; and

WHEREAS, staff recommends that structural engineering design services for the Emergency Operations Center (EOC) area of the building be added to the scope of design services for the Project; and

WHEREAS, SWA has tendered a proposal for these additional structural engineering design services in an amount not to exceed \$278,967 and;

WHEREAS, the City Planner has considered the potential environmental effects of the agreement and determined that the Project is categorically exempt from environmental review pursuant to Article 19, Section 15301 (d), Existing Facilities, Class 1, because the project proposes restoration or rehabilitation of deteriorated or damaged structures, facilities or mechanical equipment to meet current standards of public health and safety, and that no exception to the exception, as set forth is CEQA Guidelines section 15300.2 applies.

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

1. That the above recitations are true and correct.
2. That the proposal submitted by SWA in an amount not to exceed \$278,967 for additional structural engineering design services is hereby accepted.

3. That the mayor is authorized and directed to execute Amendment No. 4 to the agreement with SWA attached hereto as Attachment A.

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

AYES:

NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

**AMENDMENT NO. 4 TO AMEND
AGREEMENT FOR SAFETY CENTER DESIGN SERVICES -
EOC/CONFERENCE ROOM WING STRUCTURAL UPGRADE
SILLMAN WRIGHT ARCHITECTS**

This Amendment No. 4 is entered into and effective as the _____ day of _____, 2021, amending and extending the Agreement dated November 25, 2019 (the 'Agreement') by and between the CITY OF CARLSBAD, a municipal corporation, ("City"), and SILLMAN WRIGHT ARCHITECTS, a California corporation, ("Contractor") (collectively, the "Parties") for Safety Center Design Services – Structural Upgrade.

RECITALS

A. On May 7, 2020, the Parties executed Amendment No. 1 to the Agreement to alter the Agreement's scope of work to increase the design services to include the structural engineering and additional design work necessary for the building to comply with the Essential Services Building Seismic Safety Act; and

B. On July 7, 2020, the Parties executed Amendment No. 2 to the Agreement to alter the Agreement's scope of work to increase the design services to include the structural engineering and additional design work necessary for the building to comply with the Essential Services Building Seismic Safety Act; and

C. On October 5, 2020, the Parties executed Amendment No. 3 to the Agreement to alter the Agreement's scope of work to increase the design services to include additional IT design work and to include an upgrade to the facility restrooms; and

D. The Parties desire to alter the Agreement's scope of work to increase the design services to include additional structural and architectural design work for the EOC/Conference Room wing of the Safety Center and required code upgrades; and

E. The Parties have negotiated and agreed to a supplemental scope of work and fee schedule, which is attached to and incorporated in by this reference as Exhibit "A" Scope of Services and Fee.

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

1. In addition to those services contained in the Agreement, as may have been amended from time to time, Contractor will provide those services described in Exhibit "A". With this Amendment, the total Agreement amount shall not exceed one million three hundred forty-eight thousand eight hundred thirty dollars (\$1,348,830).

2. City will pay Contractor for all work associated with those services described in Exhibit "A" on a percentage complete basis not-to-exceed two hundred seventy-eight thousand nine hundred sixty-seven dollars (\$278,967). Contractor will provide City, on a monthly basis, copies of invoices sufficiently detailed to include hours performed, hourly rates, and related activities and costs for approval by City.

3. Contractor will complete all work described in Exhibit "A" by November 24, 2023.

4. All other provisions of the Agreement, as may have been amended from time to time, shall remain in full force and effect.

5. All requisite insurance policies to be maintained by the Contractor pursuant to the Agreement, as may have been amended from time to time, shall include coverage for this Amendment.

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

CONTRACTOR
SILLMAN WRIGHT ARCHITECTS, a
California corporation

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

By:

By:

(sign here)
Brett Tullis, President

(print name/title)

Geoff Patnoe, Assistant City Manager as
authorized by the City Manager

By:

ATTEST:

(sign here)
Larry Sillman, Principal Architect

(print name/title)

For Barbara Engleson, City Clerk

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

Group A
Chairman,
President, **or**
Vice-President

Group B
Secretary,
Assistant Secretary,
CFO **or** Assistant Treasurer

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

APPROVED AS TO FORM:

CELIA A. BREWER, City Attorney

BY: _____
Assistant City Attorney

EXHIBIT "A"**SCOPE OF SERVICES AND FEE**

Itemized List of what Contractor will do for City and at what price.

1. Code Required Restroom & Shower Upgrades	\$10,740
2. Savings by Design Analysis & Modeling	\$8,350
3. Transportation Design Management Plan	\$5,530
4. Stair and Atrium Handrail Upgrades	\$0
5. EOC/Conference Room wing Structural and Architectural Upgrade	\$254,347
NOT-TO-EXCEED TOTAL (inclusive of reimbursable expenses)	\$278,967



7515 Metropolitan
Drive, Suite 400
San Diego, CA 92108
Tel: (619) 294-7515
Fax: (619) 294-7592
www.sillmanwright.com

December 16, 2020

Mr. Steve Stewart
Municipal Project Manager
City of Carlsbad
1635 Faraday Avenue
Carlsbad, CA 92008-7314

Project: City of Carlsbad – Public Safety and Service Center Renovation

Subject: Additional Services – Design Services for the Conference Room Wing / EOC – seismic retrofit of the primary structural system and associated remodel work, restrooms / shower upgrades, Savings-By-Design and TDM report

Add Service #: 04

Dear Steve,

Sillman Wright Architects (Architect) are pleased to provide the City of Carlsbad (Client) with this proposal for Additional Services for the Design, Plan Check Processing and Construction Administration Services for the seismic retrofit of the primary structural system and associated remodel work for the Conference Room Wing / Emergency Operations Center (EOC), restrooms / shower upgrades, Savings-By-Design and Transportation Demand Management (TDM) report. Work is to be performed for the City of Carlsbad – Public Safety and Service Center building, located at 2560 Orion Way, Carlsbad, CA.

Project Description

Conference Room Wing / (EOC) Structural Retrofit and Associated Remodel Work

The Project has recently completed the plan review phase. The Client has requested the Architect to begin to evaluate a way to incorporate the scope of work mentioned below, being sensitive to construction cost impact and the construction schedule.

The Project aims to seismically retrofit the existing building's conference room wing / (EOC), approximately 6,500 GSF, to an Essential Facility Performance level. In addition, the Project will also include the code required title-24 energy upgrades, code required restroom upgrades to meet ADA and CBC-2019, Chapter-11B conformity and any required associated remodel work as a result of the structural retrofit work (i.e., new paint, carpet, ceilings and exterior finish work).

In order to comply with the Essential Services Buildings Seismic Safety Act of 1986 (ESBSSA), the majority of the burden falls with structurally retrofitting the building to achieve an "Immediate Occupancy Structural Performance Level (S-1)", as defined in ASCE 41-17, whereby the structure remains safe to occupy and essentially retains its pre-earthquake strength and stiffness following a seismic event. The retrofitting of the structural system is identified in the 2016 – Seismic Assessment Report produced by IDS Group.

Non-Structural Equipment and Systems will be seismically braced to "Operational Non-Structural Performance Level (N-A)" per ASCE 41-17. The legislature states that "Nonstructural Components vital to the operation of essential services buildings shall also be able to resist, insofar as practical, the forces generated by earthquakes, gravity, fire, and winds. The design team recognizes that certain Non-Structural components housed in essential services buildings, including, but not limited to, communications systems, main transformers and switching equipment, and emergency backup systems, are essential to facility operations and that these nonstructural

components should be given adequate consideration during the design and construction process to assure, insofar as practical, continued operation of the building after a disaster.” The anticipated Non-Structural upgrades include:

- Architectural components: Cladding and glazing, veneer and other Non-Structural walls, partitions, ceilings, etc.
- Mechanical equipment and systems: Boilers, furnaces, pumps, chillers, fire suppression equipment and piping, HVAC equipment and ductwork, HVAC equipment mounted in line with ductwork, etc.
- Electrical and communications equipment and systems: Electrical and communications equipment and distribution systems, emergency power equipment, light fixtures, and emergency lighting, etc.
- Furnishings and interior equipment: Storage racks, contents, computer access floors, computer and communication racks, elevators, etc.

Additional coordination efforts will be necessary with Mechanical, Plumbing, Electrical, Lighting, Fire Protection, Low voltage, and Cost Estimating.

Restrooms / Shower Upgrades

The (PD) has requested to increase the number of available lockers in both the Women’s and Men’s locker rooms. In order to carry out the request, the showers will need to be reconfigured to reduce the number of shower stalls to provide additional space for the new lockers. Furthermore, to comply with state mandated ADA upgrades, all the existing restrooms must be brought up to current code. This includes the replacement of existing restroom stalls, and restroom accessories.

Saving-By-Design

The Client has requested that the design team participate in California’s nonresidential new construction energy efficiency (EE) program, to determine if the Safety Center project qualifies for incentives. The participating utilities in the project’s region is the San Diego Gas and Electric (SDG&E) – *Savings By Design* program. This program encourages the design and construction of high-performance projects that offer economic, health and environmental advantages to building owners, building occupants and the public. The project will need to be at a point where design changes are feasible, preferably in the conceptual or schematic design phase.

Transportation Demand Management (TDM) Report

The City of Carlsbad recently passed an ordinance, Ord. CS-350 § 2, 2019 found in Carlsbad Municipal Code Section 18.51, requiring non-residential developments, that meet a threshold of 110 employee average daily trips (ADT), to develop a site-specific Transportation Demand Management (TDM) plan. Tenant improvements where the scope of work will trigger the ordinance threshold will be required to submit a site-specific TDM plan for review and approval prior to authorization to occupy. Based on the information gathered through the building permit application and what was provided on the site plans, the Land Development and Engineering Department requested the implementation of such program for the Safety Center project. The permit surpasses the threshold of 110 employee average daily trips.

Scope of Work

Conference Room Wing / (EOC) Structural Retrofit and Associated Remodel Work

The scope of work consists of meeting with the Client to determine the seismic retrofitting solution that best fits the end-users needs, reduces cost impact and minimizes the need to extend the Project schedule. Based on meetings with the Client, the Architect and Consultants will prepare the Design Development documents for review and approval by the Client.

Based on the approved Design Development documents, the Architect and Consultants shall incorporate the Client comments and work towards the completion of the 100% Construction Documents (change order). During this process, the following services will take place:

- Perform Site Survey, development of primary building structure As-builts and material testing program
- Perform ASCE-41 Tier 3 Dynamic Analysis/ structural and develop seismic and bracing calculations
- Construction Documents for the seismic retrofit, of the primary building structure and retrofitted components
- Develop seismic retrofit for Non-Structural equipment
- Coordinate with design team regarding impacted finishes, equipment and building systems
- The 100% Construction Document (change order) deliverable will be used as the basis for a third-party cost estimate
- Assist the Client in obtaining building department approval
- Provide Construction Administration support services

This Project will be submitted to the City of Carlsbad – Building Department, as a construction change to the current Safety Center project and not a new project.

Restrooms / Shower Upgrades

The Architect in coordination with Consultant will meet with the (PD) to evaluate the current and future usage of the shower spaces to determine the necessary shower stalls. The Architect will prepare an exhibit defining the revised layout. Upon conceptual layout approval, the Architect and Consultant will develop the Approved Conceptual layout into the Construction Documents. Furthermore, the Architect will perform additional surveys of all the existing restrooms to determine the items that are not in compliance with current state mandated ADA code. The Architect and Consultant will provide the necessary upgrades via the Construction Documents. Additional effort will be required during Construction Administration by the Architect and Consultant for the additional Design added to the scope of work.

Saving-By-Design

The Architect in coordination with Consultant will incorporate the guidance from the CPUC Commission Staff (CS) to provide the required baseline energy models (EnergyPro) for program eligibility determination and incentive calculations. In addition, the design team will assist in the preparation of studies, including the completions of required form to ascertain the requirements of the Project. The studies will consist of drawings and other documents that illustrate the scale and relationships of the Project components for approval by the city.

Transportation Demand Management (TDM) Report

The Architect will meet with the city’s representatives to discuss the (TDM) program and outline the necessary and cost effective, transportation related upgrades to comply with the program. The Architect will work closely with the end users to identify the optimal locations for – secure bike parking, public bike parking, preferential parking for car/vanpool, end of trip facilities and on-site amenities. The design team will prepare multiple exhibits identifying potential locations. Upon conceptual layout approval, the Architect will develop the Approved Conceptual layout into the Construction Documents and provide the necessary details and specifications. Additional effort will be required during Construction Administration by the Architect for the additional Design added to the scope of work.

The changes proposed are not currently in the scope of work and are considered additional services.

Fee:

Conference Room Wing / EOC Remodel	\$254,347
Architectural	\$52,870
Structural	\$125,672
Mechanical/Plumbing	\$24,075
Electrical	\$17,500
Low Voltage	\$8,000
Fire Protection	\$4,000
Cost Estimating	\$22,230
Restrooms / Shower Upgrades	\$10,740
Architectural	\$7,240
Mechanical/Plumbing	\$3,500
Saving-By-Design	\$8,350
Mechanical/Plumbing	\$6,000
Electrical	\$2,350
Transportation Demand Management (TDM) Report	\$5,530
Architectural	\$5,530
Grand Total:	\$278,967

Conceptual Schedule

The design work for the Conference Room Wing / (EOC) seismic retrofit and associated remodel work shall occur during the bidding and negotiation phase for the Safety Center project. Due to the accelerated nature of the services requested, the Architect and Consultants will work diligently to complete the work within the timeframe mentioned above but may be subject to change if it is determined that the existing conditions do not reflect the “As-Built” documents. Construction for this work shall be included with Phase II construction of the Safety Center project.

Mr. Steve Stewart
City of Carlsbad – Public Safety and Service Center Renovation
Add Service #04 – Conference room wing / EOC structural retrofit and associated remodel, restroom / shower upgrades, Saving-By-Design and Transportation Demand Management report
December 16, 2020
Page 5 of 5

Client Provided Documents

Client to provide Architect with requested information within a reasonable time frame as to not delay the design process. Architect may rely on the accuracy and completeness of these items.

Project Assumptions and Exclusions

- Documents prepared by the Architect will be prepared based upon reasonable assumptions derived from existing information provided by the Client and from limited observation of accessible and visible existing conditions by the Architect and Consultants without the benefit of extensive field measurements and investigation prohibited by expense and inconvenience to the Client.
- It is understood and agreed that unforeseen conditions uncovered during the progress of the Project may require changes in the Project, resulting in additional cost and delay.
- Civil and Landscape services
- Production Renderings
- Client directed Design Revisions after the completion of the Design Development phase or Value Engineering after Construction Documents
- Fee and Schedule may be adjusted, with prior approvals, subject to any unforeseen impacts due to the current COVID-19 Pandemic State, Local and Federal requirements.

All other conditions of the Original Signed Agreement remain the same.

Thank you for this opportunity to be of service.

Sincerely,



Mark Baker, AIA
Principal Architect
CA License No. C-18627

ACCEPTED BY:

BY DATE

NAME POSITION/COMPANY

December 9, 2020

Mark Baker
Sillman Wright Architects, Inc.
7515 Metropolitan Drive, Suite 400
San Diego, CA 92108

**RE: City of Carlsbad Safety Center
Conference Room Wing Building Seismic Retrofit to Essential Services Facility
Carlsbad, CA**

Dear Mark:

Per your request, IDS is pleased to submit this proposal to provide structural, mechanical, and plumbing engineering design and construction administration services for the seismic retrofit and mechanical upgrade of the existing Conference Room Wing building to an Essential Facility seismic performance level.

Project Description and Design Criteria:

The project aims to retrofit the existing conference center wing per the following:

- Seismic retrofit, approximately 6,500 SF, to an Essential Facility performance level as outlined in the structural scope of services below.
- Upgrade the existing rooftop HVAC units serving the conference room areas by replacing them with new units that comply with current CEC requirements.
- ADA upgrades to existing restrooms

Scope of our Services

Structural Engineering:

Structural Performance: The building structure will be retrofitted to achieve an “Immediate Occupancy Structural Performance Level (S-1)”, as defined in ASCE 41-17, whereby the structure remains safe to occupy and essentially retains its pre-earthquake strength and stiffness following an earthquake at the BSE-1E hazard level.

Non-structural Performance: The building’s non-structural equipment and systems will be seismically braced, if not already, to essentially an “Position Retention Performance Level (N-B)” at the BSE-1E hazard level per ASCE 41-17. These systems will include:

- Architectural components: Cladding and glazing, veneer and other nonstructural walls, partitions, ceilings, etc.
- Mechanical equipment and systems
- Electrical and communications equipment and systems: Electrical and communications equipment and distribution systems, emergency power equipment, light fixtures, and emergency lighting, etc.

- Furnishings and interior equipment: Storage racks, contents, computer access floors, computer and communication racks, elevators, etc.

Our “Seismic Assessment Report for the City of Carlsbad Emergency Operation Center”, issued by IDS Group on 10/4/2016, will be reviewed as a basis; however, as we perform Tier-3 analysis many more options will be considered, including adding braced frames, retrofitting the existing braced frames, adding buckling-restrained braced frames, adding viscous dampers, etc. Multiple options will be considered to minimize the impact of the seismic retrofit work inside the building, accommodate limitations in accessing structural components during construction, and minimize impact on cost and aesthetics.

We will provide structural engineering design and construction administration services for the seismic retrofit of the subject building as outlined above. Our work will include:

- Perform site survey, development of primary building structure As-builts and material testing program
- Develop material testing program as required, and review testing results
- Perform ASCE-41 Tier 3 Dynamic Analysis/ structural Evaluation and develop structural calculations for submittal to the City for plan check review
- Assess the feasibility and costs of different structural retrofit schemes, and design structural retrofit for the scheme that minimizes cost and impacts of construction on the existing building
- Develop Schematic, Design Development and Construction Documents for the seismic retrofit of the primary building structure and associated components
- Develop seismic bracing and anchorage details and provide associated calculations for existing and new MEP and fire sprinkler distribution systems and isolated pieces of equipment within the building
- Develop seismic bracing and anchorage details and provide associated calculations for existing and new architectural components, including retrofit of supports for the existing precast façade panels assuming they must remain in place during construction
- Coordinate with the design team regarding impacted finishes and MEP equipment and systems, as needed
- Assist the city in obtaining building department approval
- Provide Construction Administration support services

Mechanical & Plumbing Engineering:

- Survey of existing rooftop HVAC units
- Survey of above ceiling conditions in conference room areas to the furthest extent possible
- HVAC load calculation for conference rooms 183, 184, and 185
- Selection and sizing of new HVAC units to serve conference rooms 183, 184, and 185 including new seismic roof curbs
 - New HVAC units to include economizer, power exhaust fan, and Demand Control Ventilation (DCV) controls
 - Strengthening as required of the existing structure to support the new HVAC units
 - Existing roof openings shall be re-used to furthest extend possible

- Minor modifications to existing ductwork distribution in conference rooms 183, 184, and 185 including branch relocation or replacement and new diffuser selections
- Selection and sizing of new split type AC unit for new IDF / IT closet
- Provide new temperature controls for new HVAC equipment. New temperature controls shall be capable with existing BMS.
- ADA upgrades to existing restroom

Fee and Schedule:

IDS will provide the services outlined in the Scope of Work above, for a total fixed fee amount as identified below including reimbursable expenses for travel, plotting and/or required reproduction expenses also indicated below.

Phase	Mechanical / Plumbing	Structural
Design Phase	\$14,445.00	\$108,152.00
Plan Check	\$2,405.00	\$5,672.00
Construction Admin	\$7,225.00	\$17,520.00
TOTAL TRADE FEES	\$24,075.00	\$125,672.00

Unless otherwise indicated, IDS will bill monthly as a percentage of completion of the respective design phase. Please refer to the attached Terms and Conditions, Item No. 1 for additional billing information.

In the event that a project is cancelled, IDS is entitled to receive payment for all engineering services provided up until time of project cancellation.

Project Assumptions and Exclusions:

The scope of services is limited to the specific, explicit scope statements set forth above. Additionally, please note the following:

- We are assuming that the geotechnical and geohazard report for the Safety Center can be used for evaluating this building. Written approval by the Safety Center geotechnical engineer is required.
- Material testing of selected structural materials as required, will be provided by others
- Operational requirements for essential facility function beyond the seismic retrofit of the existing structure and the existing nonstructural elements and components are not included
- Construction Administration phase meetings will be limited to as required to provide code-required structural observations
- Attendance at weekly OAC meetings or otherwise are not included
- Support of architectural and MEP engineering project teams will be required during field investigation and design phase to help access nonstructural components and equipment,

and to provide information on MEP equipment and systems needed for seismic bracing assessment and calculations (functions/use, cut-sheets, weights, CG locations, etc.)

- Value engineering or significant design changes after 100% Design Development submission.
- Any design or re-design work required as a result of a protracted design phase beyond the control of IDS.
- Acoustical engineering services of any kind
- Special studies to evaluate noise and vibration characteristics
- Testing, Measurement, or Inspection services
- Any invasive or destructive field investigation beyond visual observation including ground penetrating radar scanning (GPR)
- Perform comparative energy study for several different types of cooling/heating systems
- Upgrade or replacement of existing RTU, AC-1, including ductwork distribution, registers, grilles, diffusers, and related appurtenances associated with conference center office spaces this unit serves.
- Modifications to existing ductwork distribution in conference rooms 183, 184, and 185 beyond minor branch relocation or replacement and diffuser selection
- Modification to existing exhaust fan or system serving existing restrooms or conference center spaces
- Modification to any other HVAC equipment other than HVAC units serving conference rooms 183, 184, and 185
- Plumbing Fixture selections shall be by architect
- Modifications to existing plumbing services including coordination with local utility company
- Modifications to existing plumbing distribution systems beyond minor relocation of plumbing fixtures as may be required for ADA upgrades to existing restrooms
- Modifications to existing storm drainage distribution or roof drain locations

All other Terms and Conditions and Project Exclusions indicated in base Safety Center contract apply to this add service proposal.

Mr. Mark Baker
December 9, 2020

City of Carlsbad EOC Building Seismic Retrofit
Carlsbad, CA
Page 5

Thank you for giving us the opportunity to propose our services. Please do not hesitate to call me at 619-768-6784 if you require further information regarding this proposal and fee.

We look forward to working with you.

Sincerely,

IDS Group, Inc.



Eric Glatzl, P.E., LEED AP
Associate Principal

cc: Rami Elhassan, Phd, SE, IDS
Jaime Rosenbach, SE, IDS
Matt Michnewich, SE, IDS
Maggie Argueta, Administration, IDS
Brianna Rice, Administration, IDS

This authorizes IDS Group, Inc. (IDS) to perform the Scope of Work outlined in this proposal. The Terms and Conditions of this agreement are according to attached document.

Mark Baker – Sillman Wright Architects

Client Signature

Date

Print Name, Title

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AUTHORIZING AMENDMENT NO. 2 TO THE AGREEMENT WITH GRIFFIN STRUCTURES, INC., TO EXTEND AND AMEND THE AGREEMENT FOR CONSTRUCTION MANAGEMENT AND INSPECTION SERVICES FOR THE SAFETY CENTER RENOVATION PROJECT, CAPITAL IMPROVEMENT PROGRAM PROJECT NO. 4715, IN AN AMOUNT NOT TO EXCEED \$368,000

WHEREAS, on Aug. 28, 2018, City Council adopted Resolution No. 2018-161, authorizing Griffin Structures, Inc. (GSI) to provide construction management and inspection services for the Safety Center Renovation Project, Capital Improvement Program Project No. 4715 (Project), in an amount not to exceed \$385,500; and

WHEREAS, the scope and design of the project has developed over the past several years into one that comprehensively addresses building infrastructure needs, energy efficiency upgrades and essential safety and security improvements; and

WHEREAS, staff recommends the scope of the Project be further expanded to incorporate seismically retrofitting the Emergency Operations Center portion of the building complex; and

WHEREAS, the City Council concurs that it is in the best interest of the city to maintain the same construction management team that has been involved to date for the duration of the Project; and

WHEREAS, GSI has tendered a proposal for the extension of their services for an additional two years in an amount not to exceed \$368,000; and

WHEREAS, the City Planner has considered the potential environmental effects of the agreement and determined that the Project is categorically exempt from environmental review pursuant to Article 19, Section 15301 (d), Existing Facilities, Class 1, because the project proposes restoration or rehabilitation of deteriorated or damaged structures, facilities or mechanical equipment to meet current standards of public health and safety, and that no exception to the exception, as set forth in CEQA Guidelines section 15300.2 applies.

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

1. That the above recitations are true and correct.
2. That the proposal submitted by GSI in an amount not to exceed \$368,000 for construction management and inspection services is hereby accepted.

3. That the mayor is authorized and directed to execute Amendment No. 2 to the agreement with GSI, attached hereto as Attachment A.

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

AYES:

NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

**AMENDMENT NO. 2 TO AMEND AND EXTEND
AGREEMENT FOR CONSTRUCTION MANAGEMENT AND INSPECTION SERVICES FOR
THE CARLSBAD PUBLIC SAFETY AND SERVICE CENTER IMPROVEMENTS
GRIFFIN STRUCTURES, INC.**

This Amendment No. 2 is entered into and effective as the _____ day of _____, 2021, amending and extending the Agreement dated August 30, 2018 (the 'Agreement') by and between the City of Carlsbad, a municipal corporation, ("City"), and Griffin Structures, Inc., a California corporation, ("Contractor") (collectively, the "Parties") for the Carlsbad Public Safety and Service Center Improvements.

RECITALS

A. On February 10, 2020, the Parties executed Amendment No. 1 to the Agreement to extend the Agreement for a period of one (1) year; and

B. The Parties desire to alter the Agreement's scope of work to include construction management and inspection work for the expanded scope of work for the Safety Center administration building and the Emergency Operations Center/Conference Room wing of the Safety Center; and

C. The Parties desire to extend the Agreement for a period of two (2) years; and

D. The Parties have negotiated and agreed to a supplemental scope of work and fee schedule, which is attached to and incorporated in by this reference as Exhibit "A", Scope of Services and Fee.

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

1. In addition to those services contained in the Agreement, as may have been amended from time to time, Contractor will provide those services described in Exhibit "A". With this Amendment, the total Agreement amount shall not exceed seven hundred fifty-three thousand two hundred dollars (\$753,200).

2. City will pay Contractor for all work associated with those services described in Exhibit "A" on a percentage complete basis not-to-exceed three hundred sixty-eight thousand dollars (\$368,000). Contractor will provide City, on a monthly basis, copies of invoices sufficiently detailed to include hours performed, hourly rates, and related activities and costs for approval by City.

3. Contractor will complete all work described in Exhibit "A" by February 27, 2023.

4. All other provisions of the Agreement, as may have been amended from time to time, shall remain in full force and effect.

5. All requisite insurance policies to be maintained by the Contractor pursuant to the Agreement, as may have been amended from time to time, shall include coverage for this Amendment.

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

CONTRACTOR
GRIFFIN STRUCTURES, INC., a
California corporation

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

By:

By:

(sign here)

Matt Hall, Mayor

Mark Hoglund, CFO
(print name/title)

ATTEST:

By:

for Barbara Engleson, City Clerk

(sign here)

Jon Hughes, Vice-President
(print name/title)

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

Group A
Chairman,
President, **or**
Vice-President

Group B
Secretary,
Assistant Secretary,
CFO **or** Assistant Treasurer

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

APPROVED AS TO FORM:

CELIA A. BREWER, City Attorney

BY: _____
Assistant City Attorney

EXHIBIT "A"**SCOPE OF SERVICES AND FEE**

Itemized List of what Contractor will do for City and at what price.

1. Continuation of construction sequence assessment, review project bid documents, review probable costs, support design-build proposal solicitation phase, contract administration and management, construction reporting and communication, photo documentation, conduct construction progress meetings, review shop drawings and submittals, interpret plans and specifications, construction inspection, review progress payments, monitor contractor's claims and change orders, and close out the project.	\$357,588
2. Reimbursable expense allowance. Not to exceed	\$10,412
NOT-TO-EXCEED TOTAL (inclusive of reimbursable expenses)	\$368,000

GRIFFIN STRUCTURES FEE PROPOSAL

CARLSBAD PUBLIC SAFETY & SERVICE CENTER PROJECT CITY OF CARLSBAD

12/08/20

Griffin Structures' Fee Proposal is based on all reasonable costs necessary to perform Additional Services for the City of Carlsbad's Public Safety & Service Center Project. For these requisite services, Griffin Structures proposes the following Not to Exceed Fee:

Construction Management:	\$	357,588
Reimbursable Expenses	\$	10,412
Total	\$	368,000

All proposed hourly rates are fully burdened and include overhead, profit, taxes, and benefits. The hours identified for each individual employee and task are estimates only and are not to be construed as not to exceed hours for any individual task, phase, or time-period. **We reserve the right to reallocate hours between staff members and tasks to accomplish the overall objectives and requirements of the project.**

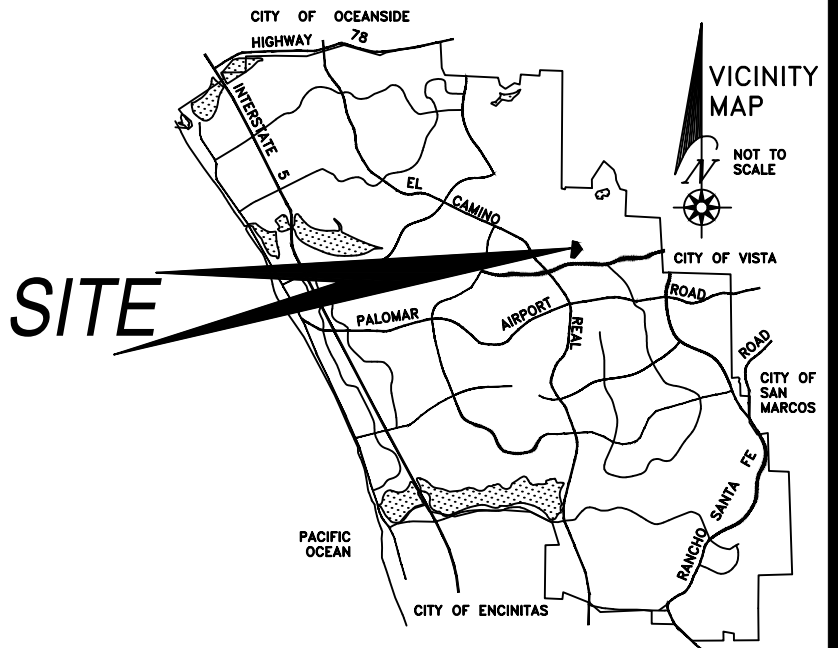
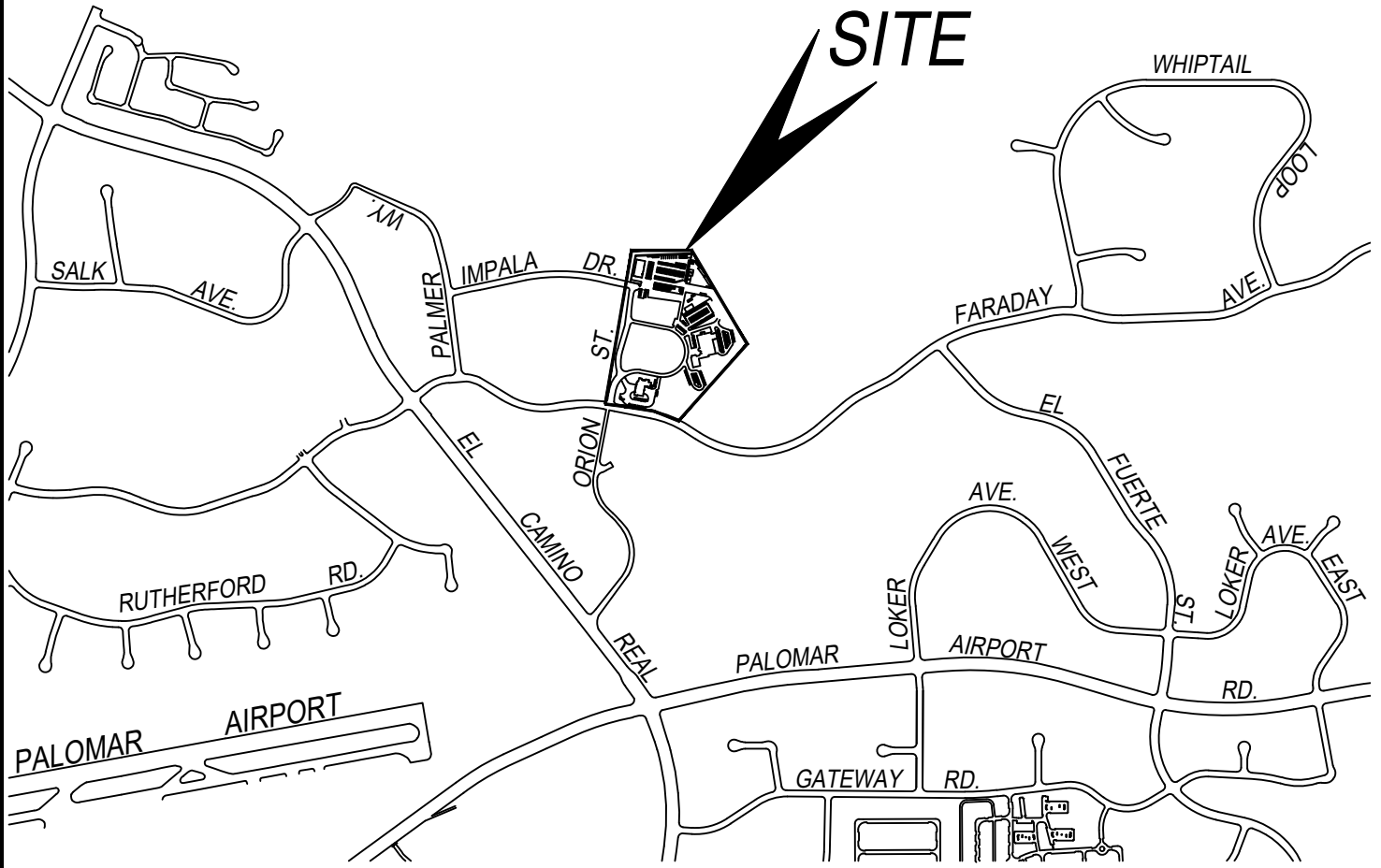
Services are based on the attached Contract Analysis which provides comparison of Base Contract resource allocation schedule and the Actual resource allocation schedule as it is currently forecasted. Any extension of the schedule or services may result in additional fee, in good faith negotiation with the City.

ADDITIONAL SCOPE

This ASR represents additional Construction Management costs related to the following:

1. Preconstruction services were originally contracted to run a total of 12 months. Due to extensive project delays, preconstruction services were extended by an additional 14 months resulting in a total Preconstruction duration of 26 months.
2. Construction Management services were originally contracted for a total of 8 months. Due to extensive project scope increases and the need for a phased implementation for the preservation of emergency services, the project now anticipates an 18-month schedule.
3. Additional reimbursable expenses derived from a larger project and a longer construction schedule are included proportionally.

LOCATION MAP



PROJECT NAME

CITY OF CARLSBAD PUBLIC SAFETY AND SERVICE CENTER IMPROVEMENTS



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Paz Gomez, Deputy City Manager

Staff Contact: Tom Frank, Public Works Manager
tom.frank@carlsbadca.gov, 760-602-2766

Michael O'Brien, Public Works Superintendent
michael.obrien@carlsbadca.gov, 760-421-9158

Subject: Ratification of a Declaration of Local Emergency for Remediation of a Hillside on the Northeast Side of the 4600 block of Park Drive that was Scarred by the Jan. 20, 2021, brushfire

District: 1

Recommended Action

Adopt a Resolution ratifying the City Manager's declaration of a local emergency for remediation of a hillside scarred by the Jan. 20, 2021 fire incident that occurred on the northeast side of the 4600 block of Park Drive.

Executive Summary /Discussion

A brushfire broke out on Park Drive in Carlsbad about 2 p.m. Jan. 20, 2021. Firefighters battled the fire for nearly seven hours and the flames scorched over two acres of private property. Under Chapter 6.04 of the Carlsbad Municipal Code, the city manager is empowered to declare a local emergency when conditions exist that present extreme peril to the safety of persons or property within the city and such conditions are beyond the control of services, personnel, equipment and facilities of the city and require the combined forces of other political subdivisions. On Jan. 21, 2021, the day after the fire, the city manager signed a declaration of a local emergency for remediation of the hillside (Exhibit 2) because of the potential risk to health and safety to people and property, specially the risk of erosion, since rain is in the immediate forecast. This declaration allows staff to secure sources outside the city to perform work to mitigate damage from the brushfire.

Furthermore, Carlsbad Municipal Code Section 3.28.120 authorizes the city to secure necessary equipment, services and supplies without giving public notice to bid. CMC sections 3.28.080(B) and 3.28.080(H) implement California Public Contract Code Section 22032 and allow for construction projects less than \$200,000 to be awarded by the city manager using informal bidding procedures. CMC Section 3.28.110(A) implements Public Contract Code Section 22035, which exempts the city from following these competitive bidding requirements for emergency construction procurements.

Staff have determined that contract services are required to mitigate the local emergency and have engaged a local company, The Land Stewards, to provide the required erosion control services. The declaration of emergency must be ratified by the City Council within seven days to have further force and effect.

Portions of the hillside eroded under the weight of the water used to contain the fire. The total area burned was approximately two acres of brush. By the time all fire suppression efforts were completed, the sidewalk, parking lane and bike lane located below the hillside were covered with heavy amounts of sediment and debris. On Jan. 21, 2021, Public Works staff removed all sediment and debris in the public right of way and inspected the burned area. Staff determined that hillside mitigation efforts were required to address potential impacts from the forecasted rainstorms.

As part of the post-fire inspection, staff completed a field review of the burned area's storm drain system. Prior to the fire, the area was heavily vegetated and the quantity and characteristics of the rainfall runoff corresponded to the vegetated conditions. After the fire, the vegetation is essentially gone, so enhancements and improvements are warranted to protect against the changed conditions. The work that typically needs to be done in response to a such a hillside brushfire may include installation of gravel bags, jute matting, silt fencing, tubes of straw known as waddles and hydro-mulching with a bonding fiber matrix. In this case, knowing that rain was in the forecast for coming days, staff installed gravel bags at the bottom of the slope and check dams to protect storm drain inlets on Jan. 21, 2021. Additional necessary work includes spraying bonding fiber matrix over as much of the burned area that can be reached from the road. This work will help reduce the threat of further soil erosion and likely minimize impact on storm drain structures. It will also provide protection against a change in the quality of the runoff water.

At least two parcels were impacted by the Park Drive fire. The City Attorney's office drafted a temporary right of entry agreement for the impacted parcels. The temporary right of entry agreement would provide authorization from each homeowner allowing staff or the city's designated contractor to perform the anticipated hillside mitigation work. The expenditure of public funds to enhance and improve the parcels provides a public benefit by helping to preserve the integrity of the entire stormwater system, considering the new site conditions. No work will be commenced on private property until the owner executes a release of liability to the city to the satisfaction of the city attorney.

Staff determined hydro-mulching the charred area with a bonded fiber matrix along with installation of burlap rock bags at the base of the slope to be the best response given the short timeline before the imminent rain. The Land Stewards, a contractor previously used by the city for this purpose, provided a quote to install hydro-mulch on the slope. On Jan. 21, 2021, this work was estimated to cost approximately \$11,000. There may be additional unforeseen costs and contract needs which could be approved by the City Manager in an amount not to exceed an additional \$10,000.

Staff are proposing to ratify a contract with the Land Stewards for the hydro-mulch installation on a lump sum basis using 100% biodegradable Rainier Fiber product. The contractor was chosen based on its qualifications, specialty equipment, high recommendations from staff for

performance on similar projects and prompt availability. One additional quote was received from a second vendor in the amount of \$13,500.

Staff recommends that the City Council ratify the city manager’s declaration of local emergency dated Jan. 21, 2021, to allow for the exemption from the city’s informal bidding procedures, which will facilitate the emergency hillside mitigation process.

Fiscal Analysis

All project costs shall be funded by the Streets and Storm Drain operating budgets, where funds are available. The cost of the 350 burlap rock bags used at the base of the slope cost approximately \$700 but are reusable once the mitigation is complete. Potential additional costs such as fire cut jute-matting installation are also included:

Park Drive Hillside Mitigation - 0018410 and 5216310	
Contractor Services: The Land Stewards – Hydro-mulching	\$11,000
Burlap rock bags	\$700
Jute-matting installation	\$600
Total Estimated Costs as of Jan. 21, 2021	\$12,300

Next Steps

Staff will prepare an emergency contract to be ratified by Jan. 25, 2021. A notice of completion will be issued to the contractor after the final inspection. The construction work is expected to be started and completed on Jan. 22, 2021.

Staff will return to City Council on Feb. 9, 2021 to review the emergency action and determine by a four-fifths vote whether there is a need to continue it.

Staff may return to the City Council in the near future to request a budget adjustment to reimburse the FY 2021-22 Streets and Storm Drain operating budget.

Staff will continue to monitor the Park Drive slope for indications of slope instability and report to the City Council if additional actions are necessary.

Environmental Evaluation (CEQA)

This action is exempt from the California Environmental Quality Act under Section 15304, Minor Alteration to Land, of the CEQA Guidelines.

Public Notification

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

Exhibits

1. City Council Resolution
2. City manager’s declaration of local emergency dated Jan. 21, 2021
3. Location map

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, RATIFYING THE CITY MANAGER'S DECLARATION OF LOCAL EMERGENCY FOR REMEDIATION OF A HILLSIDE SCARRED BY THE JAN. 20, 2021 BRUSHFIRE INCIDENT THAT OCCURRED ON THE NORTHEAST SIDE OF THE 4600 BLOCK OF PARK DRIVE

WHEREAS, the City Council empowers the City Manager to proclaim the existence of a local emergency when conditions of extreme peril to the safety of persons and property have arisen within the City of Carlsbad; and

WHEREAS, on Jan. 20, 2021, a brush fire occurred on a hillside adjacent to the 4600 block of Park Drive resulting in approximately two acres of hillside in need of immediate erosion mitigation; and

WHEREAS, the necessary construction and erosion mitigation measures were beyond the control of services, personnel, equipment, and facilities of the city and therefore required enlisting the services of a contractor previously used by the city for similar erosion mitigation measures; and

WHEREAS, the City Manager declared a local emergency on Jan. 21, 2021; and

WHEREAS, Carlsbad Municipal Code (CMC) Section 3.28.120 authorizes the city to secure necessary equipment, services and supplies without giving public notice to bidders; and

WHEREAS, CMC Sections 3.28.080(B) and 3.28.080(H) implement Public Contract Code Section 22032 and allow for construction projects less than \$200,000 to be awarded by the City Manager using informal bidding procedures; and

WHEREAS, CMC Section 3.28.110(A) implements Public Contract Code Section 22035 and exempts the city from following these informal bidding procedures for emergency construction procurements; and

WHEREAS, the construction of erosion mitigation measures and other improvements to public storm drain structures and private property near public storm drain structures within the burned area will help reduce the threat of further damage to the storm drain system and soil erosion throughout the area damaged by the fire which, in turn, will provide protection against a change in the quality of the runoff water and help preserve the integrity of the burned area as it relates to the regrowth of the native habitat in the burn area; and

WHEREAS, the city planner has determined that the Project is exempt from the California Environmental Quality Act (CEQA) per State CEQA Guidelines Section 15304 – Minor Alteration to Land; and

WHEREAS, staff requests that the City Council ratify the City Manager’s Declaration of Local Emergency dated Jan. 21, 2021, for remediation of a hillside scarred by the Jan. 20, 2021 brushfire incident that occurred on the northeast side of the 4600 block of Park Drive.

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

1. That the above recitations are true and correct.
2. That the City Manager’s Declaration of a Local Emergency dated Jan. 21, 2021 for hillside mitigation is ratified.

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

AYES:

NAYS:

ABSENT:

MATT HALL, MAYOR

BARBARA ENGLESON, SECRETARY

(SEAL)

DECLARATION OF LOCAL EMERGENCY

WHEREAS, the City Council of the City of Carlsbad empowers the City Manager to proclaim the existence of a local emergency when said city is affected by a public calamity and the City Council is not in session; and

WHEREAS, the City Manager of the City of Carlsbad, California does hereby find:

1. That conditions of extreme peril to the safety of persons and property have arisen within the City of Carlsbad caused by a fire near Agua Hedionda Lagoon known as the "Park Fire" that caused damage to a slope and to city stormwater conveyances; and

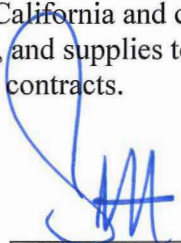
2. That these conditions created an unexpected occurrence that poses a clear and imminent danger and requires immediate action to prevent or mitigate the loss or impairment of life, health, property, or essential public services, and are or are likely to be beyond the control of the services, personnel, equipment and facilities of the City of Carlsbad; and

3. That these conditions do not permit a delay resulting from a competitive solicitation for bids, and that the action is necessary to respond to the emergency because:

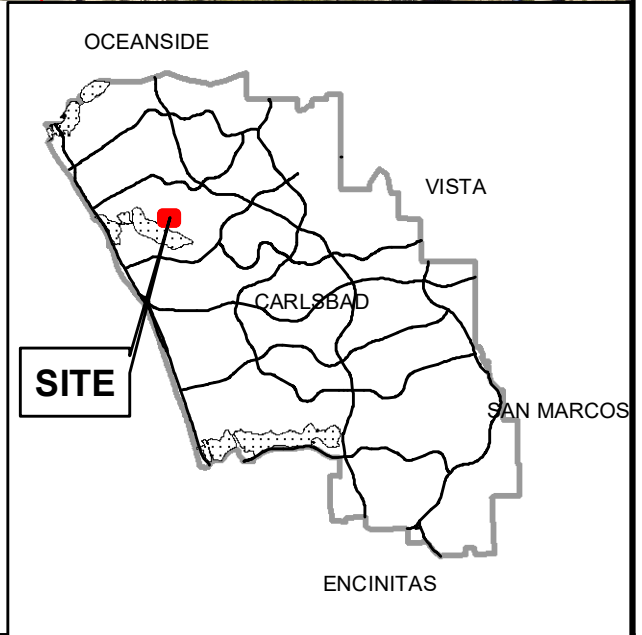
- a. Rain is forecast for Saturday (January 23, 2021) and the following week in the City of Carlsbad.
- b. Without the repair and installation of "BMPs" on the burned slope, large amounts of sediment will likely enter and otherwise endanger the city's storm water conveyance system.
- c. The area burned by the Park Fire is located across the street from property adjacent to the Agua Hedionda Lagoon, which is protected by the Clean Water Act.

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that, subject to ratification by the City Council at its next regular meeting, a local emergency now exists in the area burned by the Park Fire in the City of Carlsbad, California and city staff may proceed at once to obtain the necessary equipment, services, and supplies to stabilize and repair the burned slope without giving notice for bids to let contracts.

Dated: ZIJANZI

By: 
Scott Chadwick, City Manager
City of Carlsbad, California

LOCATION MAP



PROJECT NAME
**EMERGENCY DECLARATION
 PARK DR. HILLSIDE MITIGATION**

PROJECT
 NUMBER

EXHIBIT

3



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Drew Cook, Senior Management Analyst
 drew.cook@carlsbadca.gov 442-303-3658

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

Subject: Annual City Council Compensation Review

Districts: All

Recommended Action

Conduct annual review of City Council compensation and introduce an ordinance that either:

- Adjusts City Council compensation by the percentage increase in the San Diego Regional Consumer Price Index for 2020 (Exhibit 1)
- Waives an adjustment to City Council compensation for 2021 (Exhibit 2).

Executive Summary/Discussion

On November 3, 2020, the voters of the City of Carlsbad approved Measure G. This measure, now Title 2, Chapter 2.04, Section 2.04.010(A) of the Carlsbad Municipal Code:

- Prohibits City Council compensation adjustments from exceeding the amount established by the San Diego Regional Consumer Price Index
- Requires the City Council to either make or waive a compensation adjustment in January of each year
- Prohibits the council from enacting retroactive increases for years in which the City Council waived a compensation adjustment

This item is being presented to the City Council to allow the City Council to review its compensation and discuss whether to make or waive a compensation adjustment for 2021.

Staff have drafted ordinances for the council's consideration for both options, one that would adjust City Council compensation by the percentage increase in the San Diego Regional Consumer Price Index for 2020 (Exhibit 1) and a second that would waive an adjustment to City Council compensation for 2021 (Exhibit 2).

The change in the November San Diego Regional Consumer Price Index for 2020 was 1.6%. The November number is used because it is the most recent statistic available to effectuate changes for the following January.

Fiscal Analysis

If the City Council were to adopt an ordinance adjusting City Council compensation to reflect changes in the San Diego Regional Consumer Price Index for 2020, the City Council members' monthly compensation would increase from approximately \$2,052 to approximately \$2,090 and the mayor's monthly compensation would increase from approximately \$2,152 to approximately \$2,190. (The mayor receives additional monthly compensation of \$100 under Carlsbad Municipal Code Section 2.04.020.) The full fiscal impact, considering benefits in addition to compensation, is approximately \$2,400. There is sufficient funding in the remaining General Fund budget for fiscal year 2020-21 to absorb the proposed increase.

Next Steps

The city clerk will prepare the introduced ordinance for adoption at the next regular council meeting. Once adopted, the city clerk will publish the ordinance or a summary of the ordinance in a newspaper of general circulation within 15 days. The ordinance will be effective 30 days following its adoption.

Environmental Evaluation (CEQA)

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

Public Notification

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

Exhibits

1. Ordinance increasing City Council compensation
2. Ordinance waiving an increase to City Council compensation

ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ADJUSTING CITY COUNCIL COMPENSATION BY THE AMOUNT ESTABLISHED BY THE SAN DIEGO REGIONAL CONSUMER PRICE INDEX

WHEREAS, on November 3, 2020, the voters of the City of Carlsbad, California, approved Measure G, adopting Title 2, Chapter 2.04, Section 2.04.010(A) of the Carlsbad Municipal Code, which prohibits City Council compensation adjustments from exceeding the amount established by the San Diego Regional Consumer Price Index, requires the City Council to either make or waive a compensation adjustment in January of each year, and prohibits the City Council from enacting retroactive increases for years in which the City Council waived a compensation adjustment; and

WHEREAS, the increase in the November San Diego Regional Consumer Price Index for 2020 was 1.6%; and

WHEREAS, the City Council desires to adjust the compensation of City Council members by the percentage increase in the November San Diego Regional Consumer Price Index for 2020.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows:

1. The monthly compensation of City Council members is increased from \$2,052.17 to \$2,090.08 upon the effective date of this ordinance.

EFFECTIVE DATE: This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the 26th day of January, 2021, and thereafter

///

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

AYES:

NAYS:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

CELIA A. BREWER, City Attorney

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, PERMANENTLY WAIVING CITY COUNCIL COMPENSATION
ADJUSTMENTS FOR 2021

WHEREAS, on November 3, 2020, the voters of the City of Carlsbad, California, approved Measure G, adopting Title 2, Chapter 2.04, Section 2.04.010(A) of the Carlsbad Municipal Code, which prohibits City Council compensation adjustments from exceeding the amount established by the San Diego Regional Consumer Price Index, requires the City Council to either make or waive a compensation adjustment in January of each year, and prohibits the City Council from enacting retroactive increases for years in which the City Council waived a compensation adjustment; and

WHEREAS, the City Council desires to permanently waive any adjustment to the compensation of City Council members for 2021.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows:

1. The City Council permanently waives any adjustments to the compensation of City Council members for 2021.

EFFECTIVE DATE: This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the 26th day of January, 2021, and thereafter

///

///

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

AYES:

NAYS:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

CELIA A. BREWER, City Attorney

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Cindie K. McMahon, Assistant City Attorney
 cindie.mcmahon@carlsbadca.gov, 760-434-2891

Sheila Cobian, Assistant to the City Manager
 sheila.cobian@carlsbadca.gov, 760-434-2917

Subject: Amend Carlsbad Municipal Code Chapter 2.04 Relating to Elected Officials, and Repeal Chapter 2.06 and Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032

Districts: All

Recommended Action

Introduce an ordinance amending Carlsbad Municipal Code Chapter 2.04, Elected Officials, and repealing Chapter 2.06 and Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032.

Because there are split recommendations for Sections 2.04.040(D) and 2.04.110(B)(3) of the proposed ordinance, there are four versions of the proposed ordinance:

1. Proposed ordinance with Mayor Pro Tem Blackburn's recommendations for Sections 2.04.040(D) and 2.04.110(B)(3). (Exhibit 1.)
2. Proposed ordinance with Council Member Schumacher's recommendations for Sections 2.04.040(D) and 2.04.110(B)(3). (Exhibit 2.)
3. Proposed ordinance with Mayor Pro Tem Blackburn's recommendation for Section 2.04.040(D) and Councilmember Schumacher's recommendation for Section 2.04.110(B)(3). (Exhibit 3.)
4. Proposed ordinance with Council Member Schumacher's recommendation for Section 2.04.040(D) and Mayor Pro Tem Blackburn's recommendation for Section 2.04.110(B)(3). (Exhibit 4.)

Executive Summary

On May 23, 2017, the City Council directed staff to commence work on a comprehensive update to the Code. On July 23, 2019, the City Council created the ad hoc Carlsbad Municipal Code and City Council Policy Update Subcommittee comprised of Mayor Pro Tem Blackburn and Council Member Schumacher to assist staff from the City Attorney's Office and the City Clerk's

Office with recommendations for the update. As part of the update, the subcommittee reviewed Chapters 2.04 and 2.06 and portions of 2.08 related to elected officials. The subcommittee recommends combining all of the sections related to elected officials into a revised Chapter 2.04.

Discussion

Currently the Municipal Code has provisions related to elected officials in Chapter 2.04 -City Council, Chapter 2.06 - Mayor, and Chapter 2.08 - Officers - Employees Generally, which covers the mayor pro tempore, city clerk and city treasurer. To avoid redundancies and allow for certain provisions to apply to all elected officials, the proposed Chapter 2.04 would be renamed Elected Officials and would address issues related to all elected officials in the city: the Mayor, City Council members, city clerk and city treasurer.

The proposed Chapter 2.04 incorporates the provisions from current Chapter 2.04, Chapter 2.06 and Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032. In addition to reorganizing the provisions for all elected officials into one chapter, the subcommittee is proposing additional revisions intended to simplify the language and make the municipal code sections consistent with state law. Substantive changes include the following:

Proposed Section 2.04.040(D)

Current Section 2.04.060(B) states:

- B. Notwithstanding Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the legislative body of that agency, a city council member may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department.

The subcommittee is providing a split recommendation for this section. Council Member Schumacher would like to eliminate this section. Mayor Pro Tem Blackburn would like to retain this section but, consistent with the reorganization, it would become Section 2.04.040(D).

Proposed Section 2.04.100 – Reorganization of the City Council

Current Section 2.04.050 states:

At the meeting when the general election results are certified by the county clerk or city clerk, as appropriate, or as soon as reasonably practicable thereafter, the city council shall meet for the purpose of appointing individual members of the city council to boards, commissions, committees or other bodies as the council may find necessary for its reorganization and effective functioning.

In addition to moving this section to Section 2.04.100, the subcommittee recommends revising this section so that, consistent with the City Council's current practice, the City Council reorganization would occur annually at the first regularly scheduled meeting of the calendar year or as soon as reasonably practicable after a new city council member is sworn into office. A four-fifths vote of the City Council would be required for changes at any other time of the year.

Proposed Section 2.04.110 – Vacancies in Office

The largest proposed change is the new Section 2.04.110 regarding vacancies in office. At its meeting on Oct. 8, 2019, the City Council referred the vacancy provisions of the Code to the Subcommittee for review and requested any proposed amendments to these provisions be brought back to the City Council after all positions on the City Council had been filled.

New Section 2.04.110 would apply to all elected officials. It addresses the various ways that a vacancy can occur as well as the process for filling a vacancy. Vacancies in office would be filled either by appointment or by special election, depending on the amount of time remaining in the term of office, as follows:

One year or less remaining in the term of office to be filled by appointment

If a vacancy occurs with one year or less remaining in the term of office, the City Council would have 45 days to appoint a person to fill the vacancy for the remainder of the term. If the City Council is unable to reach an agreement for a replacement, the office would remain vacant for the remainder of the term.

Twenty-five months or more remaining in the term of office to be filled by special election

If a vacancy occurs with 25 months or more remaining in the term of office, the voters would need to elect a new person to fill the remainder of the term at a special election.

More than one year but less than 25 months remaining in the term of office to be filled either by appointment or by special election

If a vacancy occurs with between one year and 25 months remaining in the term of office, the City Council could either appoint a person to fill the office for the remainder of the term or call a special election to fill the office. The City Council would need to decide within 14 days of the vacancy whether to fill the seat by appointment or election. If the City Council chooses to appoint a replacement and is unable to reach an agreement within 45 days of the vacancy, the City Council will have to call a special election to fill the vacancy.

Any person appointed to fill a vacant office would be ineligible to seek election to that same office until one year after the end of the appointed term.

The subcommittee has a split recommendation on Section 2.04.110(B)(3) regarding whether a resigning council member should be allowed to cast a vote in the event the City Council is filling the resigning member's seat by appointment. Council Member Schumacher recommends not allowing the resigning member to cast a vote, but would like to discuss whether there are circumstances that would warrant an exception to that rule. Mayor Pro Tem Blackburn would like to discuss the option of allowing the resigning member to vote on a replacement with certain restrictions.

Fiscal Analysis

The existing fiscal year 2020-2021 budgets for the City Attorney's Office and City Clerk's Office include sufficient funding for the cost of amending these code provisions.

Next Steps

The city clerk will prepare the ordinance for adoption at the next regular council meeting. Once adopted, the city clerk will publish the ordinance or a summary of the ordinance in a newspaper of general circulation within 15 days. The ordinance will be effective 30 days following the adoption.

Environmental Evaluation (CEQA)

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

Public Notification and Outreach

This item was noticed in accordance with the Ralph M. Brown Act and it was available for public viewing and review at least 72 hours prior to the scheduled meeting date.

Exhibits

1. Proposed ordinance with Mayor Pro Tem Blackburn's recommendations for Sections 2.04.040(D) and 2.04.110(B)(3)
2. Proposed ordinance with Councilmember Schumacher's recommendations for Sections 2.04.040(D) and 2.04.110(B)(3)
3. Proposed ordinance with Mayor Pro Tem Blackburn's recommendation for Section 2.04.040(D) and Councilmember Schumacher's recommendation for Section 2.04.110(B)(3)
4. Proposed ordinance with Councilmember Schumacher's recommendations for Section 2.04.040(D) and Mayor Pro Tem Blackburn's recommendation for Section 2.04.110(B)(3)
5. Proposed changes to Carlsbad Municipal Code Chapter 2.04 (Clean)
6. Proposed changes to Carlsbad Municipal Code Chapter 2.04 (Redline)
7. Proposed changes to Carlsbad Municipal Code Chapter 2.06
8. Proposed changes to Carlsbad Municipal Code Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032

ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AMENDING CHAPTER 2.04 AND REPEALING CHAPTER 2.06 AND SECTIONS 2.08.010, 2.08.020, 2.08.022, 2.08.030 AND 2.08.032 OF THE CARLSBAD MUNICIPAL CODE

WHEREAS, on May 23, 2017, the City Council of the City of Carlsbad, California (City Council) determined the Carlsbad Municipal Code (Code) requires revisions and amendments and a comprehensive update to the Code is necessary to improve clarity and consistency as well as to reflect current legal and professional best practices; and

WHEREAS, on May 23, 2017, the City Council adopted Resolution 2017-095 authorizing the Code update; and

WHEREAS, on July 23, 2019, the City Council adopted Resolution 2019-133 creating the ad hoc Carlsbad Municipal Code and City Council Policy Update Subcommittee (Subcommittee) to assist with the update and expanding the update to include both the Code and City Council Policies (Policies); and

WHEREAS, the elected officials in the City of Carlsbad are the Mayor, the City Councilmembers, the City Clerk and the City Treasurer; and

WHEREAS, Title 2 of the Code currently contains sections related to elected officials in several different chapters; and

WHEREAS, in order to avoid redundancies and allow for certain provisions to apply to all elected officials, the Subcommittee recommends and the City Council wishes to revise Chapter 2.04 to consolidate sections related to elected officials from Chapters 2.06 and 2.08 so that Chapter 2.04 will address issues related to all elected officials in the city; and

WHEREAS, issues related to the election of local officials, organization of the City Council, and filling of vacancies of elected officials are municipal affairs.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows:

1. The above recitations are true and correct.
2. Carlsbad Municipal Code Chapter 2.06 is repealed.
3. Carlsbad Municipal Code Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032 are repealed.
4. Carlsbad Municipal Code Chapter 2.04 is renamed "Elected Officials" and is amended to read as follows:

Chapter 2.04

ELECTED OFFICIALS

Sections:

- 2.04.010 Compensation – mayor and city council.**
- 2.04.020 Compensation – city clerk and city treasurer.**
- 2.04.030 Duties of mayor.**
- 2.04.040 Eligibility for office.**
- 2.04.050 At-large election of mayor, city clerk, and city treasurer.**
- 2.04.060 By-district election of city council members.**
- 2.04.070 Establishment of council districts.**
- 2.04.080 Council district election schedule.**
- 2.04.090 Selection and duties of mayor pro tempore.**
- 2.04.100 Reorganization of the city council.**
- 2.04.110 Vacancies in office.**

2.04.010 Compensation – mayor and city council.

- A. The compensation of each member of the city council shall be set at \$2,052.17 per month upon the effective date of this ordinance. Adjustments to city council compensation shall not exceed the amount established by the San Diego Regional Consumer Price Index. Adjustments to city council compensation must be made or permanently waived by ordinance in January of each year. The city council is prohibited from enacting retroactive increases for years in which a salary increase was waived.
- B. The mayor shall receive compensation of \$100.00 in addition to the compensation the mayor receives as a city council member under subsection (A) of this section.
- C. The compensation established by this section is exclusive of any amounts payable to each member of the city council as reimbursement for actual and necessary expenses incurred in the performance of official duties for the city.

2.04.020 Compensation – city clerk and city treasurer

- A. The compensation of the city clerk and city treasurer shall be set at \$1,070.00 per month, payable biweekly.
- B. In addition to the compensation the city clerk and city treasurer receive under subsection (A) of this section, the city clerk and city treasurer shall receive an automobile allowance as established by resolution of the city council.

2.04.030 Duties of mayor.

- A. The mayor is a city council member with all the powers and duties of a city council member. The mayor may make or second motions and otherwise participate fully in the workings of the city council. The mayor shall vote on all questions. Whenever the vote is taken by means of a roll call, the mayor's name shall be called last.
- B. The mayor shall sign:
 - 1. All warrants drawn on the city treasury.
 - 2. All written contracts and conveyances made or entered into by the city as specified in Chapter 3.28.
 - 3. All instruments requiring the city seal.

The city council may by ordinance authorize other officers of the city to sign such documents if the mayor and mayor pro tempore are both absent or unable to act.

- C. The mayor shall be the official head of the city for all ceremonial purposes, and shall perform all other duties as may be prescribed by resolution or ordinance.

2.04.040 Eligibility for office.

- A. To be eligible to hold office as mayor, city council member, city clerk or city treasurer, a person must be an elector of the city at the time nomination papers are issued.
- B. To be eligible to become a candidate for the office of city clerk, a person must meet one of the following minimum criteria at the time nomination papers are issued:
 - 1. The person must have obtained the designation of certified municipal clerk from the International Institute of Municipal Clerks.
 - 2. The person must have two years of full-time, salaried work experience in either business administration or public administration and possesses a bachelor's degree from an accredited college or university.
- C. To be eligible to become a candidate for the office of city treasurer, a person must have a four-year college degree in finance or business-related field and four years of financial work experience at the time nomination papers are issued.
- D. Notwithstanding California Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the local agency's legislative body, the mayor or a city council member may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department.

2.04.050 At-large election of mayor, city clerk, and city treasurer.

The mayor, city clerk, and city treasurer shall be elected by the voters of the city at large. The persons elected as mayor, city clerk, and city treasurer shall hold office for a term of four years from the first Tuesday following election and until a successor is elected, qualified and sworn into office

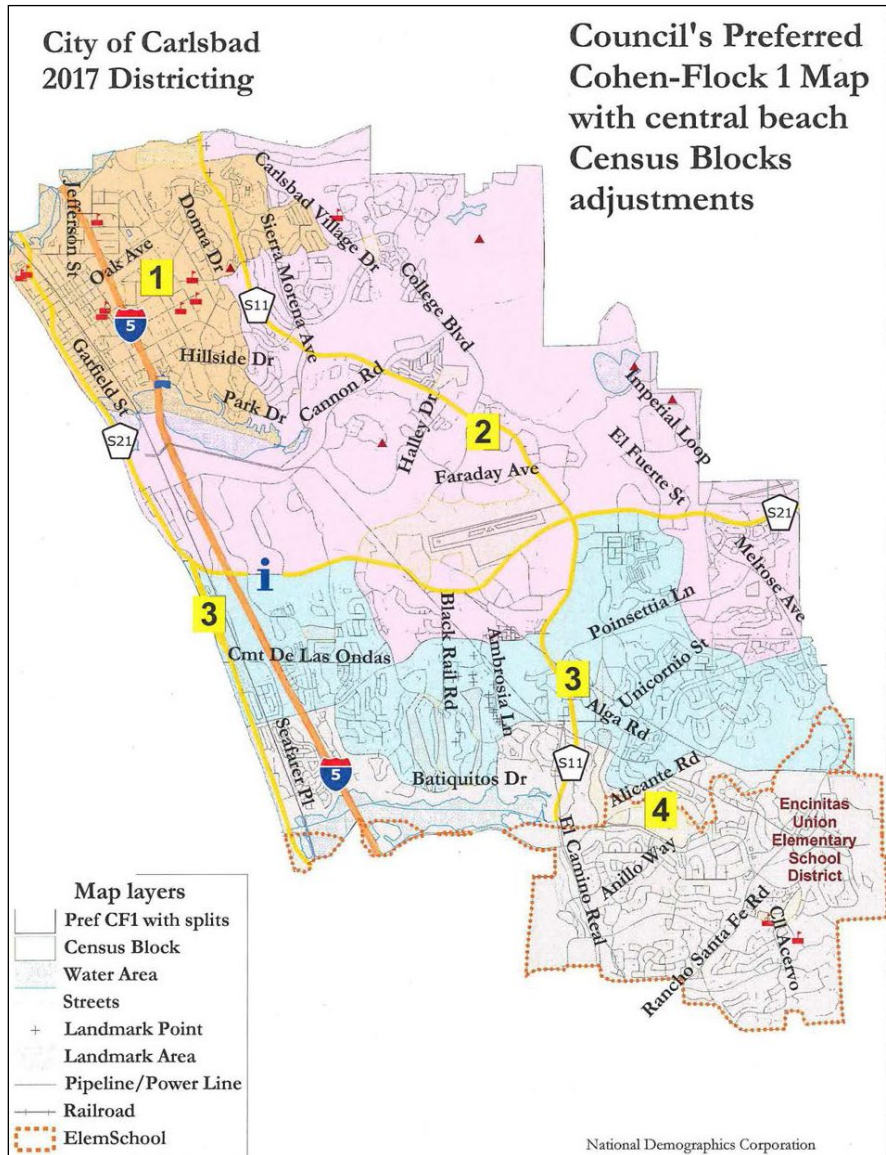
2.04.060 By-district election of city council members.

Pursuant to California Government Code Section 34886 and the schedule established in Section 2.04.080, city council members shall be elected on a by-district basis from four single-member council districts. The city's by-district electoral system shall be conducted in accordance with California Government Code Section 34871, subdivision (c).

2.04.070 Establishment of council districts.

- A. Pursuant to Section 2.04.060, city council members shall be elected on a by-district basis, as that term is defined in California Government Code Section 34871, subdivision (c), from the four council districts described as follows, which shall continue in effect until they are amended or repealed:
 - 1. Council District 1 shall comprise all that portion of the city reflected on Figure A.
 - 2. Council District 2 shall comprise all that portion of the city reflected on Figure A.
 - 3. Council District 3 shall comprise all that portion of the city reflected on Figure A.
 - 4. Council District 4 shall comprise all that portion of the city reflected on Figure A.

Figure A



- B. Members of the city council, excluding the mayor, shall be elected in the electoral districts established by this section and subsequently reapportioned pursuant to applicable state and federal law.
- C. Notwithstanding any other provision of this chapter, the city council member elected to represent a council district must reside in the district and be a registered voter in the district, and any candidate for city council must live in, and be a registered voter in, the council district in which the candidate seeks election at the time nomination papers are issued, pursuant to California Government Code Section 34882 and California Elections Code Section 10227. Termination of residency in a council district by a city council member shall create an immediate vacancy for that council district unless a substitute residence within the district is established within 30 days after the termination of residency.

2.04.080 Council district election schedule.

Except as otherwise required by Section 2.04.110, the city council members shall be elected in Council Districts 1 and 3 beginning at the General Municipal Election in November 2018, and every four years thereafter, as such Council Districts shall be amended. City council members shall be elected from Council Districts 2 and 4 beginning at the General Municipal Election in November 2020, and every four years thereafter, as such council districts shall be amended.

2.04.090 Selection and duties of mayor pro tempore.

The city council shall meet on the first Tuesday after the certification of the General Municipal Election results, or as soon thereafter as reasonably practicable, and choose one of its members as mayor pro tempore. If the mayor is absent or unable to act, the mayor pro tempore shall serve as mayor until the mayor returns or is able to act. While serving as mayor pursuant to this section, the mayor pro tempore shall have all of the powers and duties of the mayor.

2.04.100 Reorganization of the city council.

As soon as reasonably practicable after a new city council member is sworn into office, or at the first regularly scheduled city council meeting of the calendar year, the city council shall appoint individual members of the city council to boards, commissions, committees or other bodies as the city council may find necessary for its effective functioning. These appointments shall be made by the mayor subject to the approval of the city council. The city council may only make changes to these appointments at another time if four-fifths of the members of the city council vote to do so.

2.04.110 Vacancies in office.

A. Declaration of Vacancy.

1. Vacancies. The office of an elected official becomes vacant upon death, resignation, or forfeiture or removal from office on any ground provided by law.
2. Forfeiture. In addition to any other ground provided by law, an elected official forfeits office if the elected official:
 - a. Lacks at any time during the elected official's term of office any qualification for the office prescribed by the city charter, this code or other applicable law;
 - b. Accepts or retains any other elective public office; or
 - c. For the mayor and city council members, is absent without permission from all regular city council meetings for 60 days consecutively from the last regular city council meeting attended. An absence will be permitted if, the mayor or city council member informs the city clerk of the intended absence prior to the start of the meeting and the absence is due to any of the following:
 - (i) Illness of the mayor or council member or an immediate family member
 - (ii) Death of a family member
 - (iii) Parental leave
 - (iv) Military leave or
 - (v) Performance of authorized city business

A permitted absence will be recorded in the meeting minutes.

3. Declaration of Vacancy. If a vacancy occurs, the city council shall declare the existence of the vacancy or anticipated vacancy as soon as practicable. The date of the vacancy shall be determined as:
 - a. In the case of a resignation, the effective date specified in the letter of resignation or, if no effective date is specified, the date upon which the letter of resignation is delivered to the city clerk.
 - b. In the case of election to another office, the date on which the elected official is sworn into the other office.
 - c. If sections (a) and (b) do not apply, the date of the declaration of vacancy by the city council.

B. Filling of Vacancy by Appointment.

1. If a vacancy is declared by the city council with one year or less remaining in the term from the date of the declaration of vacancy, the city council shall within 45 days appoint a person to fill the vacancy.
2. The city council shall use good faith and best efforts to reach agreement on an appointment. If the city council is unable to make an appointment within 45 days of the declaration of vacancy, the office shall remain vacant for the remainder of the term.

3. For a vacancy created by a city council member resigning from office, the resigning city council member may cast a vote on the appointment if the resignation will go into effect upon the appointment of a successor. The resigning city council member shall not cast a vote for a family member or any other person with whom the city council member has a relationship that may create a potential conflict of interest.
 - a. If a city council member elects to cast a vote under this subsection (B)(3), the city council member is prohibited from the following actions for a period of two years after the appointment of a successor:
 - (i) Advocating on any measure or issue coming before the city council in which the city council member may have a personal benefit.
 - (ii) Entering into a contract of any kind with the city or a city vendor.
 - (iii) Accepting a position of employment with the city or a city vendor.
 - (iv) Applying for a permit that is subject to the approval of the city council.
 - b. This subsection (B)(3) shall not apply to a city council member who is resigning from the city council due to charges of, or conviction for, corruption or criminal behavior, or who is subject to a recall election.
 4. In the event the city council makes an appointment, the appointee office holder shall hold office until a successor is elected. Any person appointed by the city council to fill the office of a council member or mayor may not seek election to that same office until one year after the end of the appointed term.
- C. Filling of Vacancy by Election. If a vacancy declared by the city council occurs with 25 months or more remaining in the term from the date of the declaration of vacancy, the city council shall fill the vacancy by calling a special election to be held on the next established election date not less than 114 days after the declaration of vacancy.
- D. Filling of Vacancy by Appointment or Election.
1. If a vacancy is declared by the city council with more than one year but less than 25 months remaining in the term from the date of the declaration of vacancy, the city council may either appoint a person to fill the vacancy under subsection (B) or call a special election to fill the vacancy under subsection (C).
 2. The city council shall determine whether to fill the vacancy by appointment or by special election within 14 days of the declaration of vacancy.
 3. If the city council determines to fill the vacancy by appointment and is unable to make an appointment within 45 days of the city council declaring a vacancy, the city council shall call a special election under subsection (C).
- E. Notwithstanding any other provision in this section, if an appointment would result in a majority of the city council members being appointed, the city council may not fill the vacancy by appointment; rather: (a) where the vacancy is for a remaining term of one year or less, the office shall remain vacant; and (b) where the vacancy is for a remaining term of more than one year but less than 25 months, the city council shall call a special election under subsection (C) to fill the vacancy.

EFFECTIVE DATE: This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary

of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the _____ day of _____, 2021, and thereafter

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

AYES:

NAYS:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

CELIA A. BREWER, City Attorney

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

ORDINANCE NO. _____

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AMENDING CHAPTER 2.04 AND REPEALING CHAPTER 2.06 AND SECTIONS 2.08.010, 2.08.020, 2.08.022, 2.08.030 AND 2.08.032 OF THE CARLSBAD MUNICIPAL CODE

WHEREAS, on May 23, 2017, the City Council of the City of Carlsbad, California (City Council) determined the Carlsbad Municipal Code (Code) requires revisions and amendments and a comprehensive update to the Code is necessary to improve clarity and consistency as well as to reflect current legal and professional best practices; and

WHEREAS, on May 23, 2017, the City Council adopted Resolution 2017-095 authorizing the Code update; and

WHEREAS, on July 23, 2019, the City Council adopted Resolution 2019-133 creating the ad hoc Carlsbad Municipal Code and City Council Policy Update Subcommittee (Subcommittee) to assist with the update and expanding the update to include both the Code and City Council Policies (Policies); and

WHEREAS, the elected officials in the City of Carlsbad are the Mayor, the City Councilmembers, the City Clerk and the City Treasurer; and

WHEREAS, Title 2 of the Code currently contains sections related to elected officials in several different chapters; and

WHEREAS, in order to avoid redundancies and allow for certain provisions to apply to all elected officials, the Subcommittee recommends and the City Council wishes to revise Chapter 2.04 to consolidate sections related to elected officials from Chapters 2.06 and 2.08 so that Chapter 2.04 will address issues related to all elected officials in the city; and

WHEREAS, issues related to the election of local officials, organization of the City Council, and filling of vacancies of elected officials are municipal affairs.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows:

1. The above recitations are true and correct.
2. Carlsbad Municipal Code Chapter 2.06 is repealed.
3. Carlsbad Municipal Code Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032 are repealed.

4. Carlsbad Municipal Code Chapter 2.04 is renamed “Elected Officials” and is amended to read as follows:

Chapter 2.04

ELECTED OFFICIALS

Sections:

- 2.04.010 Compensation – mayor and city council.**
- 2.04.020 Compensation – city clerk and city treasurer.**
- 2.04.030 Duties of mayor.**
- 2.04.040 Eligibility for office.**
- 2.04.050 At-large election of mayor, city clerk, and city treasurer.**
- 2.04.060 By-district election of city council members.**
- 2.04.070 Establishment of council districts.**
- 2.04.080 Council district election schedule.**
- 2.04.090 Selection and duties of mayor pro tempore.**
- 2.04.100 Reorganization of the city council.**
- 2.04.110 Vacancies in office.**

2.04.010 Compensation – mayor and city council.

- A. The compensation of each member of the city council shall be set at \$2,052.17 per month upon the effective date of this ordinance. Adjustments to city council compensation shall not exceed the amount established by the San Diego Regional Consumer Price Index. Adjustments to city council compensation must be made or permanently waived by ordinance in January of each year. The city council is prohibited from enacting retroactive increases for years in which a salary increase was waived.
- B. The mayor shall receive compensation of \$100.00 in addition to the compensation the mayor receives as a city council member under subsection (A) of this section.
- C. The compensation established by this section is exclusive of any amounts payable to each member of the city council as reimbursement for actual and necessary expenses incurred in the performance of official duties for the city.

2.04.020 Compensation – city clerk and city treasurer

- A. The compensation of the city clerk and city treasurer shall be set at \$1,070.00 per month, payable biweekly.
- B. In addition to the compensation the city clerk and city treasurer receive under subsection (A) of this section, the city clerk and city treasurer shall receive an automobile allowance as established by resolution of the city council.

2.04.030 Duties of mayor.

- A. The mayor is a city council member with all the powers and duties of a city council member. The mayor may make or second motions and otherwise participate fully in the workings of the city council. The mayor shall vote on all questions. Whenever the vote is taken by means of a roll call, the mayor’s name shall be called last.
- B. The mayor shall sign:
 - 1. All warrants drawn on the city treasury.
 - 2. All written contracts and conveyances made or entered into by the city as specified in Chapter 3.28.

3. All instruments requiring the city seal.

The city council may by ordinance authorize other officers of the city to sign such documents if the mayor and mayor pro tempore are both absent or unable to act.

- C. The mayor shall be the official head of the city for all ceremonial purposes, and shall perform all other duties as may be prescribed by resolution or ordinance.

2.04.040 Eligibility for office.

- A. To be eligible to hold office as mayor, city council member, city clerk or city treasurer, a person must be an elector of the city at the time nomination papers are issued.
- B. To be eligible to become a candidate for the office of city clerk, a person must meet one of the following minimum criteria at the time nomination papers are issued:
 1. The person must have obtained the designation of certified municipal clerk from the International Institute of Municipal Clerks.
 2. The person must have two years of full-time, salaried work experience in either business administration or public administration and possesses a bachelor's degree from an accredited college or university.
- C. To be eligible to become a candidate for the office of city treasurer, a person must have a four-year college degree in finance or business-related field and four years of financial work experience at the time nomination papers are issued.

2.04.050 At-large election of mayor, city clerk, and city treasurer.

The mayor, city clerk, and city treasurer shall be elected by the voters of the city at large. The persons elected as mayor, city clerk, and city treasurer shall hold office for a term of four years from the first Tuesday following election and until a successor is elected, qualified and sworn into office

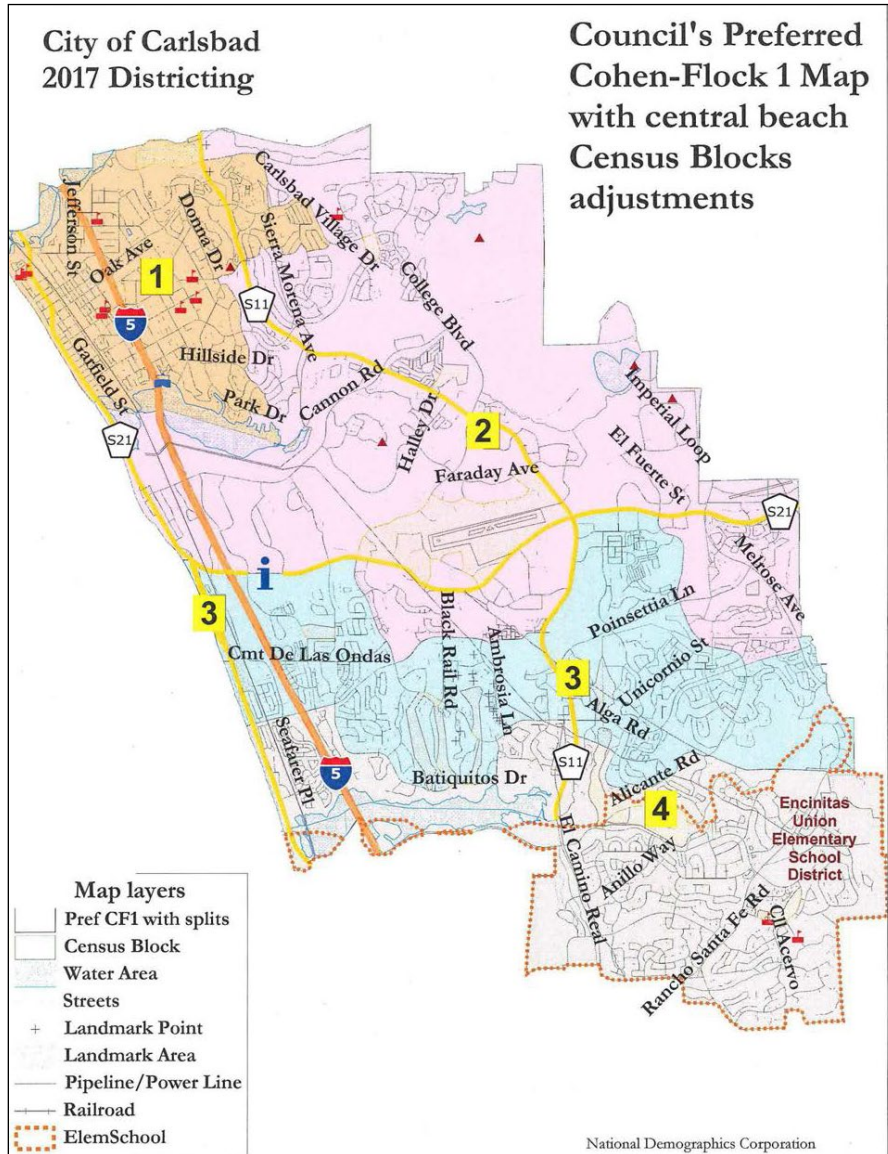
2.04.060 By-district election of city council members.

Pursuant to California Government Code Section 34886 and the schedule established in Section 2.04.080, city council members shall be elected on a by-district basis from four single-member council districts. The city's by-district electoral system shall be conducted in accordance with California Government Code Section 34871, subdivision (c).

2.04.070 Establishment of council districts.

- A. Pursuant to Section 2.04.060, city council members shall be elected on a by-district basis, as that term is defined in California Government Code Section 34871, subdivision (c), from the four council districts described as follows, which shall continue in effect until they are amended or repealed:
 1. Council District 1 shall comprise all that portion of the city reflected on Figure A.
 2. Council District 2 shall comprise all that portion of the city reflected on Figure A.
 3. Council District 3 shall comprise all that portion of the city reflected on Figure A.
 4. Council District 4 shall comprise all that portion of the city reflected on Figure A.

Figure A



- B. Members of the city council, excluding the mayor, shall be elected in the electoral districts established by this section and subsequently reapportioned pursuant to applicable state and federal law.
- C. Notwithstanding any other provision of this chapter, the city council member elected to represent a council district must reside in the district and be a registered voter in the district, and any candidate for city council must live in, and be a registered voter in, the council district in which the candidate seeks election at the time nomination papers are issued, pursuant to California Government Code Section 34882 and California Elections Code Section 10227. Termination of residency in a council district by a city council member shall create an immediate vacancy for that council district unless a substitute residence within the district is established within 30 days after the termination of residency.

2.04.080 Council district election schedule.

Except as otherwise required by Section 2.04.110, the city council members shall be elected in Council Districts 1 and 3 beginning at the General Municipal Election in November 2018, and every four years thereafter, as such Council Districts shall be amended. City council members shall be elected from Council Districts 2 and 4 beginning

at the General Municipal Election in November 2020, and every four years thereafter, as such council districts shall be amended.

2.04.090 Selection and duties of mayor pro tempore.

The city council shall meet on the first Tuesday after the certification of the General Municipal Election results, or as soon thereafter as reasonably practicable, and choose one of its members as mayor pro tempore. If the mayor is absent or unable to act, the mayor pro tempore shall serve as mayor until the mayor returns or is able to act. While serving as mayor pursuant to this section, the mayor pro tempore shall have all of the powers and duties of the mayor.

2.04.100 Reorganization of the city council.

As soon as reasonably practicable after a new city council member is sworn into office, or at the first regularly scheduled city council meeting of the calendar year, the city council shall appoint individual members of the city council to boards, commissions, committees or other bodies as the city council may find necessary for its effective functioning. These appointments shall be made by the mayor subject to the approval of the city council. The city council may only make changes to these appointments at another time if four-fifths of the members of the city council vote to do so.

2.04.110 Vacancies in office.

A. Declaration of Vacancy.

1. Vacancies. The office of an elected official becomes vacant upon death, resignation, or forfeiture or removal from office on any ground provided by law.
2. Forfeiture. In addition to any other ground provided by law, an elected official forfeits office if the elected official:
 - a. Lacks at any time during the elected official's term of office any qualification for the office prescribed by the city charter, this code or other applicable law;
 - b. Accepts or retains any other elective public office; or
 - c. For the mayor and city council members, is absent without permission from all regular city council meetings for 60 days consecutively from the last regular city council meeting attended. An absence will be permitted if, the mayor or city council member informs the city clerk of the intended absence prior to the start of the meeting and the absence is due to any of the following:
 - (i) Illness of the mayor or council member or an immediate family member
 - (ii) Death of a family member
 - (iii) Parental leave
 - (iv) Military leave or
 - (v) Performance of authorized city business

A permitted absence will be recorded in the meeting minutes.

3. Declaration of Vacancy. If a vacancy occurs, the city council shall declare the existence of the vacancy or anticipated vacancy as soon as practicable. The date of the vacancy shall be determined as:
 - a. In the case of a resignation, the effective date specified in the letter of resignation or, if no effective date is specified, the date upon which the letter of resignation is delivered to the city clerk.
 - b. In the case of election to another office, the date on which the elected official is sworn into the other office.
 - c. If sections (a) and (b) do not apply, the date of the declaration of vacancy by the city council.

B. Filling of Vacancy by Appointment.

1. If a vacancy is declared by the city council with one year or less remaining in the term from the date of the declaration of vacancy, the city council shall within 45 days appoint a person to fill the vacancy.

2. The city council shall use good faith and best efforts to reach agreement on an appointment. If the city council is unable to make an appointment within 45 days of the declaration of vacancy, the office shall remain vacant for the remainder of the term.
 3. For a vacancy created by a city council member resigning from office, the resigning city council member may not cast a vote on the appointment.
 4. In the event the city council makes an appointment, the appointee office holder shall hold office until a successor is elected. Any person appointed by the city council to fill the office of a council member or mayor may not seek election to that same office until one year after the end of the appointed term.
- C. Filling of Vacancy by Election. If a vacancy declared by the city council occurs with 25 months or more remaining in the term from the date of the declaration of vacancy, the city council shall fill the vacancy by calling a special election to be held on the next established election date not less than 114 days after the declaration of vacancy.
- D. Filling of Vacancy by Appointment or Election.
1. If a vacancy is declared by the city council with more than one year but less than 25 months remaining in the term from the date of the declaration of vacancy, the city council may either appoint a person to fill the vacancy under subsection (B) or call a special election to fill the vacancy under subsection (C).
 2. The city council shall determine whether to fill the vacancy by appointment or by special election within 14 days of the declaration of vacancy.
 3. If the city council determines to fill the vacancy by appointment and is unable to make an appointment within 45 days of the city council declaring a vacancy, the city council shall call a special election under subsection (C).
- E. Notwithstanding any other provision in this section, if an appointment would result in a majority of the city council members being appointed, the city council may not fill the vacancy by appointment; rather: (a) where the vacancy is for a remaining term of one year or less, the office shall remain vacant; and (b) where the vacancy is for a remaining term of more than one year but less than 25 months, the city council shall call a special election under subsection (C) to fill the vacancy.

EFFECTIVE DATE: This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the _____ day of _____, 2021, and thereafter

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

AYES:

NAYS:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

CELIA A. BREWER, City Attorney

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AMENDING CHAPTER 2.04 AND REPEALING CHAPTER 2.06 AND SECTIONS 2.08.010, 2.08.020, 2.08.022, 2.08.030 AND 2.08.032 OF THE CARLSBAD MUNICIPAL CODE

WHEREAS, on May 23, 2017, the City Council of the City of Carlsbad, California (City Council) determined the Carlsbad Municipal Code (Code) requires revisions and amendments and a comprehensive update to the Code is necessary to improve clarity and consistency as well as to reflect current legal and professional best practices; and

WHEREAS, on May 23, 2017, the City Council adopted Resolution 2017-095 authorizing the Code update; and

WHEREAS, on July 23, 2019, the City Council adopted Resolution 2019-133 creating the ad hoc Carlsbad Municipal Code and City Council Policy Update Subcommittee (Subcommittee) to assist with the update and expanding the update to include both the Code and City Council Policies (Policies); and

WHEREAS, the elected officials in the City of Carlsbad are the Mayor, the City Councilmembers, the City Clerk and the City Treasurer; and

WHEREAS, Title 2 of the Code currently contains sections related to elected officials in several different chapters; and

WHEREAS, in order to avoid redundancies and allow for certain provisions to apply to all elected officials, the Subcommittee recommends and the City Council wishes to revise Chapter 2.04 to consolidate sections related to elected officials from Chapters 2.06 and 2.08 so that Chapter 2.04 will address issues related to all elected officials in the city; and

WHEREAS, issues related to the election of local officials, organization of the City Council, and filling of vacancies of elected officials are municipal affairs.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows:

1. The above recitations are true and correct.
2. Carlsbad Municipal Code Chapter 2.06 is repealed.
3. Carlsbad Municipal Code Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032 are repealed.

4. Carlsbad Municipal Code Chapter 2.04 is renamed “Elected Officials” and is amended to read as follows:

Chapter 2.04

ELECTED OFFICIALS

Sections:

- 2.04.010 Compensation – mayor and city council.**
- 2.04.020 Compensation – city clerk and city treasurer.**
- 2.04.030 Duties of mayor.**
- 2.04.040 Eligibility for office.**
- 2.04.050 At-large election of mayor, city clerk, and city treasurer.**
- 2.04.060 By-district election of city council members.**
- 2.04.070 Establishment of council districts.**
- 2.04.080 Council district election schedule.**
- 2.04.090 Selection and duties of mayor pro tempore.**
- 2.04.100 Reorganization of the city council.**
- 2.04.110 Vacancies in office.**

2.04.010 Compensation – mayor and city council.

- A. The compensation of each member of the city council shall be set at \$2,052.17 per month upon the effective date of this ordinance. Adjustments to city council compensation shall not exceed the amount established by the San Diego Regional Consumer Price Index. Adjustments to city council compensation must be made or permanently waived by ordinance in January of each year. The city council is prohibited from enacting retroactive increases for years in which a salary increase was waived.
- B. The mayor shall receive compensation of \$100.00 in addition to the compensation the mayor receives as a city council member under subsection (A) of this section.
- C. The compensation established by this section is exclusive of any amounts payable to each member of the city council as reimbursement for actual and necessary expenses incurred in the performance of official duties for the city.

2.04.020 Compensation – city clerk and city treasurer

- A. The compensation of the city clerk and city treasurer shall be set at \$1,070.00 per month, payable biweekly.
- B. In addition to the compensation the city clerk and city treasurer receive under subsection (A) of this section, the city clerk and city treasurer shall receive an automobile allowance as established by resolution of the city council.

2.04.030 Duties of mayor.

- A. The mayor is a city council member with all the powers and duties of a city council member. The mayor may make or second motions and otherwise participate fully in the workings of the city council. The mayor shall vote on all questions. Whenever the vote is taken by means of a roll call, the mayor’s name shall be called last.
- B. The mayor shall sign:
 - 1. All warrants drawn on the city treasury.

2. All written contracts and conveyances made or entered into by the city as specified in Chapter 3.28.
3. All instruments requiring the city seal.

The city council may by ordinance authorize other officers of the city to sign such documents if the mayor and mayor pro tempore are both absent or unable to act.

C. The mayor shall be the official head of the city for all ceremonial purposes, and shall perform all other duties as may be prescribed by resolution or ordinance.

2.04.040 Eligibility for office.

- A. To be eligible to hold office as mayor, city council member, city clerk or city treasurer, a person must be an elector of the city at the time nomination papers are issued.
- B. To be eligible to become a candidate for the office of city clerk, a person must meet one of the following minimum criteria at the time nomination papers are issued:
 1. The person must have obtained the designation of certified municipal clerk from the International Institute of Municipal Clerks.
 2. The person must have two years of full-time, salaried work experience in either business administration or public administration and possesses a bachelor's degree from an accredited college or university.
- C. To be eligible to become a candidate for the office of city treasurer, a person must have a four-year college degree in finance or business-related field and four years of financial work experience at the time nomination papers are issued.
- D. Notwithstanding California Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the local agency's legislative body, the mayor or a city council member may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department.

2.04.050 At-large election of mayor, city clerk, and city treasurer.

The mayor, city clerk, and city treasurer shall be elected by the voters of the city at large. The persons elected as mayor, city clerk, and city treasurer shall hold office for a term of four years from the first Tuesday following election and until a successor is elected, qualified and sworn into office

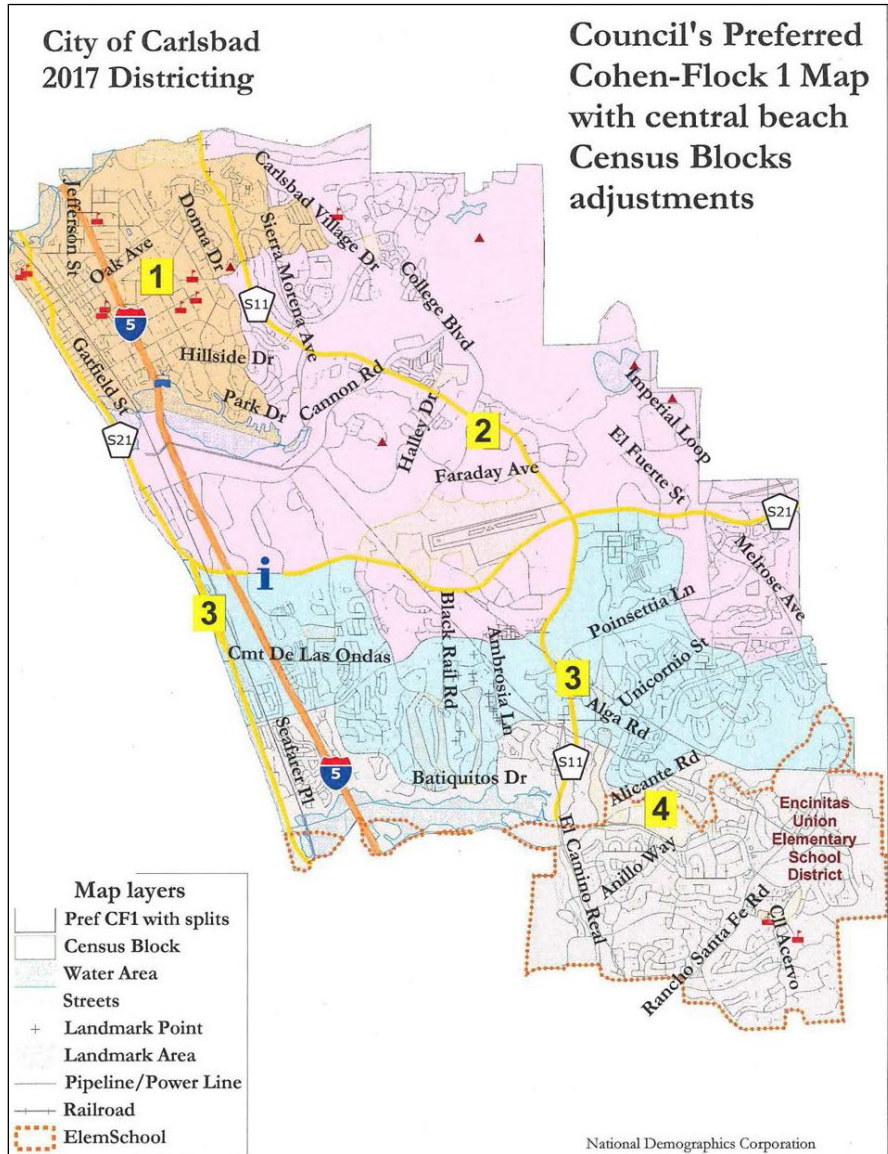
2.04.060 By-district election of city council members.

Pursuant to California Government Code Section 34886 and the schedule established in Section 2.04.080, city council members shall be elected on a by-district basis from four single-member council districts. The city's by-district electoral system shall be conducted in accordance with California Government Code Section 34871, subdivision (c).

2.04.070 Establishment of council districts.

- A. Pursuant to Section 2.04.060, city council members shall be elected on a by-district basis, as that term is defined in California Government Code Section 34871, subdivision (c), from the four council districts described as follows, which shall continue in effect until they are amended or repealed:
 1. Council District 1 shall comprise all that portion of the city reflected on Figure A.
 2. Council District 2 shall comprise all that portion of the city reflected on Figure A.
 3. Council District 3 shall comprise all that portion of the city reflected on Figure A.
 4. Council District 4 shall comprise all that portion of the city reflected on Figure A.

Figure A



- B. Members of the city council, excluding the mayor, shall be elected in the electoral districts established by this section and subsequently reapportioned pursuant to applicable state and federal law.
- C. Notwithstanding any other provision of this chapter, the city council member elected to represent a council district must reside in the district and be a registered voter in the district, and any candidate for city council must live in, and be a registered voter in, the council district in which the candidate seeks election at the time nomination papers are issued, pursuant to California Government Code Section 34882 and California Elections Code Section 10227. Termination of residency in a council district by a city council member shall create an immediate vacancy for that council district unless a substitute residence within the district is established within 30 days after the termination of residency.

2.04.080 Council district election schedule.

Except as otherwise required by Section 2.04.110, the city council members shall be elected in Council Districts 1 and 3 beginning at the General Municipal Election in November 2018, and every four years thereafter, as such Council Districts shall be amended. City council members shall be elected from Council Districts 2 and 4 beginning

at the General Municipal Election in November 2020, and every four years thereafter, as such council districts shall be amended.

2.04.090 Selection and duties of mayor pro tempore.

The city council shall meet on the first Tuesday after the certification of the General Municipal Election results, or as soon thereafter as reasonably practicable, and choose one of its members as mayor pro tempore. If the mayor is absent or unable to act, the mayor pro tempore shall serve as mayor until the mayor returns or is able to act. While serving as mayor pursuant to this section, the mayor pro tempore shall have all of the powers and duties of the mayor.

2.04.100 Reorganization of the city council.

As soon as reasonably practicable after a new city council member is sworn into office, or at the first regularly scheduled city council meeting of the calendar year, the city council shall appoint individual members of the city council to boards, commissions, committees or other bodies as the city council may find necessary for its effective functioning. These appointments shall be made by the mayor subject to the approval of the city council. The city council may only make changes to these appointments at another time if four-fifths of the members of the city council vote to do so.

2.04.110 Vacancies in office.

A. Declaration of Vacancy.

1. Vacancies. The office of an elected official becomes vacant upon death, resignation, or forfeiture or removal from office on any ground provided by law.
2. Forfeiture. In addition to any other ground provided by law, an elected official forfeits office if the elected official:
 - a. Lacks at any time during the elected official's term of office any qualification for the office prescribed by the city charter, this code or other applicable law;
 - b. Accepts or retains any other elective public office; or
 - c. For the mayor and city council members, is absent without permission from all regular city council meetings for 60 days consecutively from the last regular city council meeting attended. An absence will be permitted if, the mayor or city council member informs the city clerk of the intended absence prior to the start of the meeting and the absence is due to any of the following:
 - (i) Illness of the mayor or council member or an immediate family member
 - (ii) Death of a family member
 - (iii) Parental leave
 - (iv) Military leave or
 - (v) Performance of authorized city business

A permitted absence will be recorded in the meeting minutes.

3. Declaration of Vacancy. If a vacancy occurs, the city council shall declare the existence of the vacancy or anticipated vacancy as soon as practicable. The date of the vacancy shall be determined as:
 - a. In the case of a resignation, the effective date specified in the letter of resignation or, if no effective date is specified, the date upon which the letter of resignation is delivered to the city clerk.
 - b. In the case of election to another office, the date on which the elected official is sworn into the other office.
 - c. If sections (a) and (b) do not apply, the date of the declaration of vacancy by the city council.

B. Filling of Vacancy by Appointment.

1. If a vacancy is declared by the city council with one year or less remaining in the term from the date of the declaration of vacancy, the city council shall within 45 days appoint a person to fill the vacancy.

2. The city council shall use good faith and best efforts to reach agreement on an appointment. If the city council is unable to make an appointment within 45 days of the declaration of vacancy, the office shall remain vacant for the remainder of the term.
 3. For a vacancy created by a city council member resigning from office, the resigning city council member may not cast a vote on the appointment.
 4. In the event the city council makes an appointment, the appointee office holder shall hold office until a successor is elected. Any person appointed by the city council to fill the office of a council member or mayor may not seek election to that same office until one year after the end of the appointed term.
- C. Filling of Vacancy by Election. If a vacancy declared by the city council occurs with 25 months or more remaining in the term from the date of the declaration of vacancy, the city council shall fill the vacancy by calling a special election to be held on the next established election date not less than 114 days after the declaration of vacancy.
- D. Filling of Vacancy by Appointment or Election.
1. If a vacancy is declared by the city council with more than one year but less than 25 months remaining in the term from the date of the declaration of vacancy, the city council may either appoint a person to fill the vacancy under subsection (B) or call a special election to fill the vacancy under subsection (C).
 2. The city council shall determine whether to fill the vacancy by appointment or by special election within 14 days of the declaration of vacancy.
 3. If the city council determines to fill the vacancy by appointment and is unable to make an appointment within 45 days of the city council declaring a vacancy, the city council shall call a special election under subsection (C).
- E. Notwithstanding any other provision in this section, if an appointment would result in a majority of the city council members being appointed, the city council may not fill the vacancy by appointment; rather: (a) where the vacancy is for a remaining term of one year or less, the office shall remain vacant; and (b) where the vacancy is for a remaining term of more than one year but less than 25 months, the city council shall call a special election under subsection (C) to fill the vacancy.

EFFECTIVE DATE: This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the _____ day of _____, 2021, and thereafter

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

AYES:

NAYS:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

CELIA A. BREWER, City Attorney

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

ORDINANCE NO.

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, AMENDING CHAPTER 2.04 AND REPEALING CHAPTER 2.06 AND SECTIONS 2.08.010, 2.08.020, 2.08.022, 2.08.030 AND 2.08.032 OF THE CARLSBAD MUNICIPAL CODE

WHEREAS, on May 23, 2017, the City Council of the City of Carlsbad, California (City Council) determined the Carlsbad Municipal Code (Code) requires revisions and amendments and a comprehensive update to the Code is necessary to improve clarity and consistency as well as to reflect current legal and professional best practices; and

WHEREAS, on May 23, 2017, the City Council adopted Resolution 2017-095 authorizing the Code update; and

WHEREAS, on July 23, 2019, the City Council adopted Resolution 2019-133 creating the ad hoc Carlsbad Municipal Code and City Council Policy Update Subcommittee (Subcommittee) to assist with the update and expanding the update to include both the Code and City Council Policies (Policies); and

WHEREAS, the elected officials in the City of Carlsbad are the Mayor, the City Councilmembers, the City Clerk and the City Treasurer; and

WHEREAS, Title 2 of the Code currently contains sections related to elected officials in several different chapters; and

WHEREAS, in order to avoid redundancies and allow for certain provisions to apply to all elected officials, the Subcommittee recommends and the City Council wishes to revise Chapter 2.04 to consolidate sections related to elected officials from Chapters 2.06 and 2.08 so that Chapter 2.04 will address issues related to all elected officials in the city; and

WHEREAS, issues related to the election of local officials, organization of the City Council, and filling of vacancies of elected officials are municipal affairs.

NOW, THEREFORE, the City Council of the City of Carlsbad, California, ordains as follows:

1. The above recitations are true and correct.
2. Carlsbad Municipal Code Chapter 2.06 is repealed.
3. Carlsbad Municipal Code Sections 2.08.010, 2.08.020, 2.08.022, 2.08.030 and 2.08.032 are repealed.

4. Carlsbad Municipal Code Chapter 2.04 is renamed “Elected Officials” and is amended to read as follows:

Chapter 2.04

ELECTED OFFICIALS

Sections:

- 2.04.010 Compensation – mayor and city council.**
- 2.04.020 Compensation – city clerk and city treasurer.**
- 2.04.030 Duties of mayor.**
- 2.04.040 Eligibility for office.**
- 2.04.050 At-large election of mayor, city clerk, and city treasurer.**
- 2.04.060 By-district election of city council members.**
- 2.04.070 Establishment of council districts.**
- 2.04.080 Council district election schedule.**
- 2.04.090 Selection and duties of mayor pro tempore.**
- 2.04.100 Reorganization of the city council.**
- 2.04.110 Vacancies in office.**

2.04.010 Compensation – mayor and city council.

- A. The compensation of each member of the city council shall be set at \$2,052.17 per month upon the effective date of this ordinance. Adjustments to city council compensation shall not exceed the amount established by the San Diego Regional Consumer Price Index. Adjustments to city council compensation must be made or permanently waived by ordinance in January of each year. The city council is prohibited from enacting retroactive increases for years in which a salary increase was waived.
- B. The mayor shall receive compensation of \$100.00 in addition to the compensation the mayor receives as a city council member under subsection (A) of this section.
- C. The compensation established by this section is exclusive of any amounts payable to each member of the city council as reimbursement for actual and necessary expenses incurred in the performance of official duties for the city.

2.04.020 Compensation – city clerk and city treasurer

- A. The compensation of the city clerk and city treasurer shall be set at \$1,070.00 per month, payable biweekly.
- B. In addition to the compensation the city clerk and city treasurer receive under subsection (A) of this section, the city clerk and city treasurer shall receive an automobile allowance as established by resolution of the city council.

2.04.030 Duties of mayor.

- A. The mayor is a city council member with all the powers and duties of a city council member. The mayor may make or second motions and otherwise participate fully in the workings of the city council. The mayor shall vote on all questions. Whenever the vote is taken by means of a roll call, the mayor’s name shall be called last.
- B. The mayor shall sign:
 - 1. All warrants drawn on the city treasury.
 - 2. All written contracts and conveyances made or entered into by the city as specified in Chapter 3.28.

3. All instruments requiring the city seal.

The city council may by ordinance authorize other officers of the city to sign such documents if the mayor and mayor pro tempore are both absent or unable to act.

- C. The mayor shall be the official head of the city for all ceremonial purposes, and shall perform all other duties as may be prescribed by resolution or ordinance.

2.04.040 Eligibility for office.

- A. To be eligible to hold office as mayor, city council member, city clerk or city treasurer, a person must be an elector of the city at the time nomination papers are issued.
- B. To be eligible to become a candidate for the office of city clerk, a person must meet one of the following minimum criteria at the time nomination papers are issued:
 1. The person must have obtained the designation of certified municipal clerk from the International Institute of Municipal Clerks.
 2. The person must have two years of full-time, salaried work experience in either business administration or public administration and possesses a bachelor's degree from an accredited college or university.
- C. To be eligible to become a candidate for the office of city treasurer, a person must have a four-year college degree in finance or business-related field and four years of financial work experience at the time nomination papers are issued.

2.04.050 At-large election of mayor, city clerk, and city treasurer.

The mayor, city clerk, and city treasurer shall be elected by the voters of the city at large. The persons elected as mayor, city clerk, and city treasurer shall hold office for a term of four years from the first Tuesday following election and until a successor is elected, qualified and sworn into office

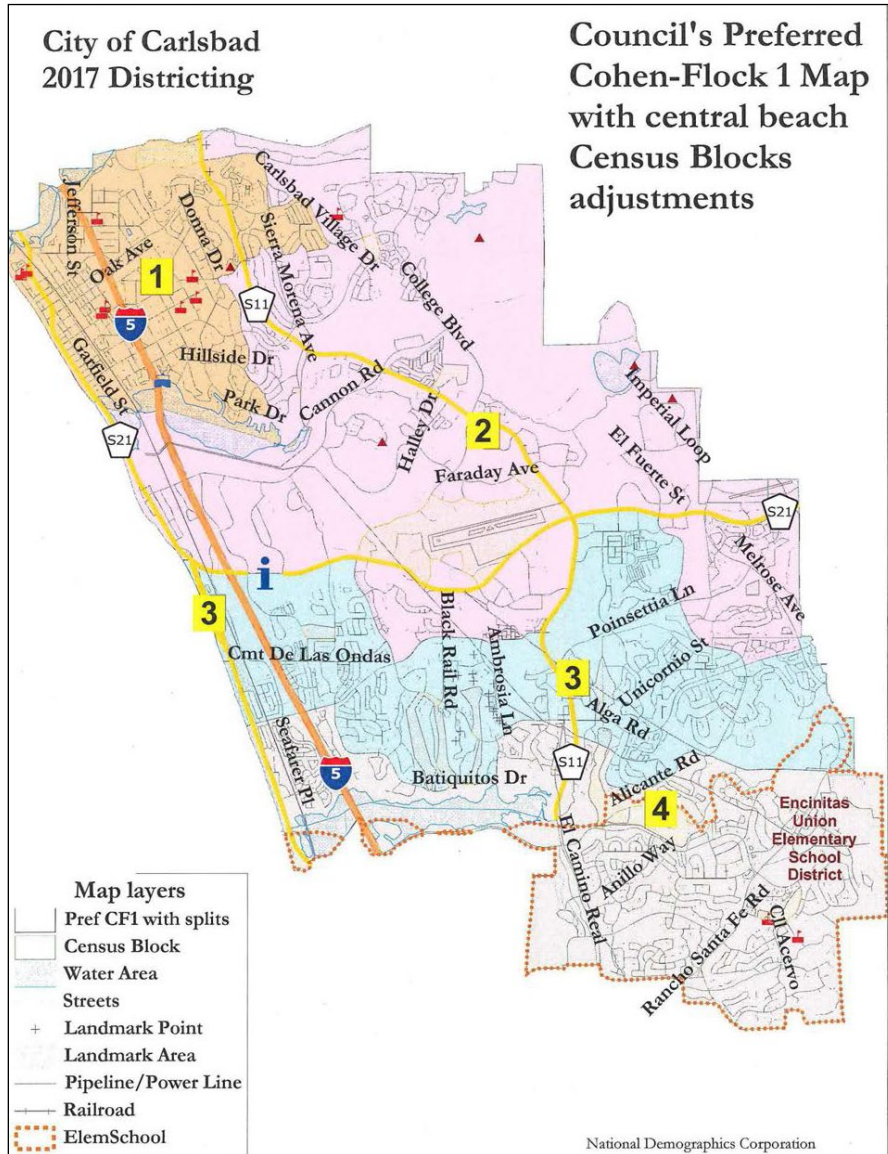
2.04.060 By-district election of city council members.

Pursuant to California Government Code Section 34886 and the schedule established in Section 2.04.080, city council members shall be elected on a by-district basis from four single-member council districts. The city's by-district electoral system shall be conducted in accordance with California Government Code Section 34871, subdivision (c).

2.04.070 Establishment of council districts.

- A. Pursuant to Section 2.04.060, city council members shall be elected on a by-district basis, as that term is defined in California Government Code Section 34871, subdivision (c), from the four council districts described as follows, which shall continue in effect until they are amended or repealed:
 1. Council District 1 shall comprise all that portion of the city reflected on Figure A.
 2. Council District 2 shall comprise all that portion of the city reflected on Figure A.
 3. Council District 3 shall comprise all that portion of the city reflected on Figure A.
 4. Council District 4 shall comprise all that portion of the city reflected on Figure A.

Figure A



- B. Members of the city council, excluding the mayor, shall be elected in the electoral districts established by this section and subsequently reapportioned pursuant to applicable state and federal law.
- C. Notwithstanding any other provision of this chapter, the city council member elected to represent a council district must reside in the district and be a registered voter in the district, and any candidate for city council must live in, and be a registered voter in, the council district in which the candidate seeks election at the time nomination papers are issued, pursuant to California Government Code Section 34882 and California Elections Code Section 10227. Termination of residency in a council district by a city council member shall create an immediate vacancy for that council district unless a substitute residence within the district is established within 30 days after the termination of residency.

2.04.080 Council district election schedule.

Except as otherwise required by Section 2.04.110, the city council members shall be elected in Council Districts 1 and 3 beginning at the General Municipal Election in November 2018, and every four years thereafter, as such Council Districts shall be amended. City council members shall be elected from Council Districts 2 and 4 beginning

at the General Municipal Election in November 2020, and every four years thereafter, as such council districts shall be amended.

2.04.090 Selection and duties of mayor pro tempore.

The city council shall meet on the first Tuesday after the certification of the General Municipal Election results, or as soon thereafter as reasonably practicable, and choose one of its members as mayor pro tempore. If the mayor is absent or unable to act, the mayor pro tempore shall serve as mayor until the mayor returns or is able to act. While serving as mayor pursuant to this section, the mayor pro tempore shall have all of the powers and duties of the mayor.

2.04.100 Reorganization of the city council.

As soon as reasonably practicable after a new city council member is sworn into office, or at the first regularly scheduled city council meeting of the calendar year, the city council shall appoint individual members of the city council to boards, commissions, committees or other bodies as the city council may find necessary for its effective functioning. These appointments shall be made by the mayor subject to the approval of the city council. The city council may only make changes to these appointments at another time if four-fifths of the members of the city council vote to do so.

2.04.110 Vacancies in office.

A. Declaration of Vacancy.

1. Vacancies. The office of an elected official becomes vacant upon death, resignation, or forfeiture or removal from office on any ground provided by law.
2. Forfeiture. In addition to any other ground provided by law, an elected official forfeits office if the elected official:
 - a. Lacks at any time during the elected official's term of office any qualification for the office prescribed by the city charter, this code or other applicable law;
 - b. Accepts or retains any other elective public office; or
 - c. For the mayor and city council members, is absent without permission from all regular city council meetings for 60 days consecutively from the last regular city council meeting attended. An absence will be permitted if, the mayor or city council member informs the city clerk of the intended absence prior to the start of the meeting and the absence is due to any of the following:
 - (i) Illness of the mayor or council member or an immediate family member
 - (ii) Death of a family member
 - (iii) Parental leave
 - (iv) Military leave or
 - (v) Performance of authorized city business

A permitted absence will be recorded in the meeting minutes.

3. Declaration of Vacancy. If a vacancy occurs, the city council shall declare the existence of the vacancy or anticipated vacancy as soon as practicable. The date of the vacancy shall be determined as:
 - a. In the case of a resignation, the effective date specified in the letter of resignation or, if no effective date is specified, the date upon which the letter of resignation is delivered to the city clerk.
 - b. In the case of election to another office, the date on which the elected official is sworn into the other office.
 - c. If sections (a) and (b) do not apply, the date of the declaration of vacancy by the city council.

B. Filling of Vacancy by Appointment.

1. If a vacancy is declared by the city council with one year or less remaining in the term from the date of the declaration of vacancy, the city council shall within 45 days appoint a person to fill the vacancy.

2. The city council shall use good faith and best efforts to reach agreement on an appointment. If the city council is unable to make an appointment within 45 days of the declaration of vacancy, the office shall remain vacant for the remainder of the term.
 3. For a vacancy created by a city council member resigning from office, the resigning city council member may cast a vote on the appointment if the resignation will go into effect upon the appointment of a successor. The resigning city council member shall not cast a vote for a family member or any other person with whom the city council member has a relationship that may create a potential conflict of interest.
 - a. If a city council member elects to cast a vote under this subsection (B)(3), the city council member is prohibited from the following actions for a period of two years after the appointment of a successor:
 - (i) Advocating on any measure or issue coming before the city council in which the city council member may have a personal benefit.
 - (ii) Entering into a contract of any kind with the city or a city vendor.
 - (iii) Accepting a position of employment with the city or a city vendor.
 - (iv) Applying for a permit that is subject to the approval of the city council.
 - b. This subsection (B)(3) shall not apply to a city council member who is resigning from the city council due to charges of, or conviction for, corruption or criminal behavior, or who is subject to a recall election.
 4. In the event the city council makes an appointment, the appointee office holder shall hold office until a successor is elected. Any person appointed by the city council to fill the office of a council member or mayor may not seek election to that same office until one year after the end of the appointed term.
- C. Filling of Vacancy by Election. If a vacancy declared by the city council occurs with 25 months or more remaining in the term from the date of the declaration of vacancy, the city council shall fill the vacancy by calling a special election to be held on the next established election date not less than 114 days after the declaration of vacancy.
- D. Filling of Vacancy by Appointment or Election.
1. If a vacancy is declared by the city council with more than one year but less than 25 months remaining in the term from the date of the declaration of vacancy, the city council may either appoint a person to fill the vacancy under subsection (B) or call a special election to fill the vacancy under subsection (C).
 2. The city council shall determine whether to fill the vacancy by appointment or by special election within 14 days of the declaration of vacancy.
 3. If the city council determines to fill the vacancy by appointment and is unable to make an appointment within 45 days of the city council declaring a vacancy, the city council shall call a special election under subsection (C).
- E. Notwithstanding any other provision in this section, if an appointment would result in a majority of the city council members being appointed, the city council may not fill the vacancy by appointment; rather: (a) where the vacancy is for a remaining term of one year or less, the office shall remain vacant; and (b) where the vacancy is for a remaining term of more than one year but less than 25 months, the city council shall call a special election under subsection (C) to fill the vacancy.

EFFECTIVE DATE: This ordinance shall be effective thirty days after its adoption; and the City Clerk shall certify the adoption of this ordinance and cause the full text of the ordinance or a summary of the ordinance prepared by the City Attorney to be published at least once in a newspaper of general circulation in the City of Carlsbad within fifteen days after its adoption.

INTRODUCED AND FIRST READ at a Regular Meeting of the Carlsbad City Council on the _____ day of _____, 2021, and thereafter

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

AYES:

NAYS:

ABSENT:

APPROVED AS TO FORM AND LEGALITY:

CELIA A. BREWER, City Attorney

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

Chapter 2.04

ELECTED OFFICIALS

Sections:

- 2.04.010 Compensation – mayor and city council.**
- 2.04.020 Compensation – city clerk and city treasurer.**
- 2.04.030 Duties of mayor.**
- 2.04.040 Eligibility for office.**
- 2.04.050 At-large election of mayor, city clerk, and city treasurer.**
- 2.04.060 By-district election of city council members.**
- 2.04.070 Establishment of council districts.**
- 2.04.080 Council district election schedule.**
- 2.04.090 Selection and duties of mayor pro tempore.**
- 2.04.100 Reorganization of the city council.**
- 2.04.110 Vacancies in office.**

2.04.010 Compensation – mayor and city council.

- A. The compensation of each member of the city council shall be set at \$2,052.17 per month upon the effective date of this ordinance. Adjustments to city council compensation shall not exceed the amount established by the San Diego Regional Consumer Price Index. Adjustments to city council compensation must be made or permanently waived by ordinance in January of each year. The city council is prohibited from enacting retroactive increases for years in which a salary increase was waived.
- B. The mayor shall receive compensation of \$100.00 in addition to the compensation the mayor receives as a city council member under subsection (A) of this section.
- C. The compensation established by this section is exclusive of any amounts payable to each member of the city council as reimbursement for actual and necessary expenses incurred in the performance of official duties for the city.

2.04.020 Compensation – city clerk and city treasurer

- A. The compensation of the city clerk and city treasurer shall be set at \$1,070.00 per month, payable biweekly.
- B. In addition to the compensation the city clerk and city treasurer receive under subsection (A) of this section, the city clerk and city treasurer shall receive an automobile allowance as established by resolution of the city council.

2.04.030 Duties of mayor.

- A. The mayor is a city council member with all the powers and duties of a city council member. The mayor may make or second motions and otherwise participate fully in the workings of the city council. The mayor shall vote on all questions. Whenever the vote is taken by means of a roll call, the mayor's name shall be called last.
- B. The mayor shall sign:
 - 1. All warrants drawn on the city treasury.
 - 2. All written contracts and conveyances made or entered into by the city as specified in Chapter 3.28.
 - 3. All instruments requiring the city seal.

The city council may by ordinance authorize other officers of the city to sign such documents if the mayor and mayor pro tempore are both absent or unable to act.

C. The mayor shall be the official head of the city for all ceremonial purposes, and shall perform all other duties as may be prescribed by resolution or ordinance.

2.04.040 Eligibility for office.

- A. To be eligible to hold office as mayor, city council member, city clerk or city treasurer, a person must be an elector of the city at the time nomination papers are issued.
- B. To be eligible to become a candidate for the office of city clerk, a person must meet one of the following minimum criteria at the time nomination papers are issued:
 - 1. The person must have obtained the designation of certified municipal clerk from the International Institute of Municipal Clerks.
 - 2. The person must have two years of full-time, salaried work experience in either business administration or public administration and possesses a bachelor's degree from an accredited college or university.
- C. To be eligible to become a candidate for the office of city treasurer, a person must have a four-year college degree in finance or business-related field and four years of financial work experience at the time nomination papers are issued.

Councilmember Schumacher's Recommendation	Mayor Pro Tem Blackburn's Recommendation
Remove section D.	D. Notwithstanding California Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the local agency's legislative body, the mayor or a city council member may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department.

2.04.050 At-large election of mayor, city clerk, and city treasurer.

The mayor, city clerk, and city treasurer shall be elected by the voters of the city at large. The persons elected as mayor, city clerk, and city treasurer shall hold office for a term of four years from the first Tuesday following election and until a successor is elected, qualified and sworn into office

2.04.060 By-district election of city council members.

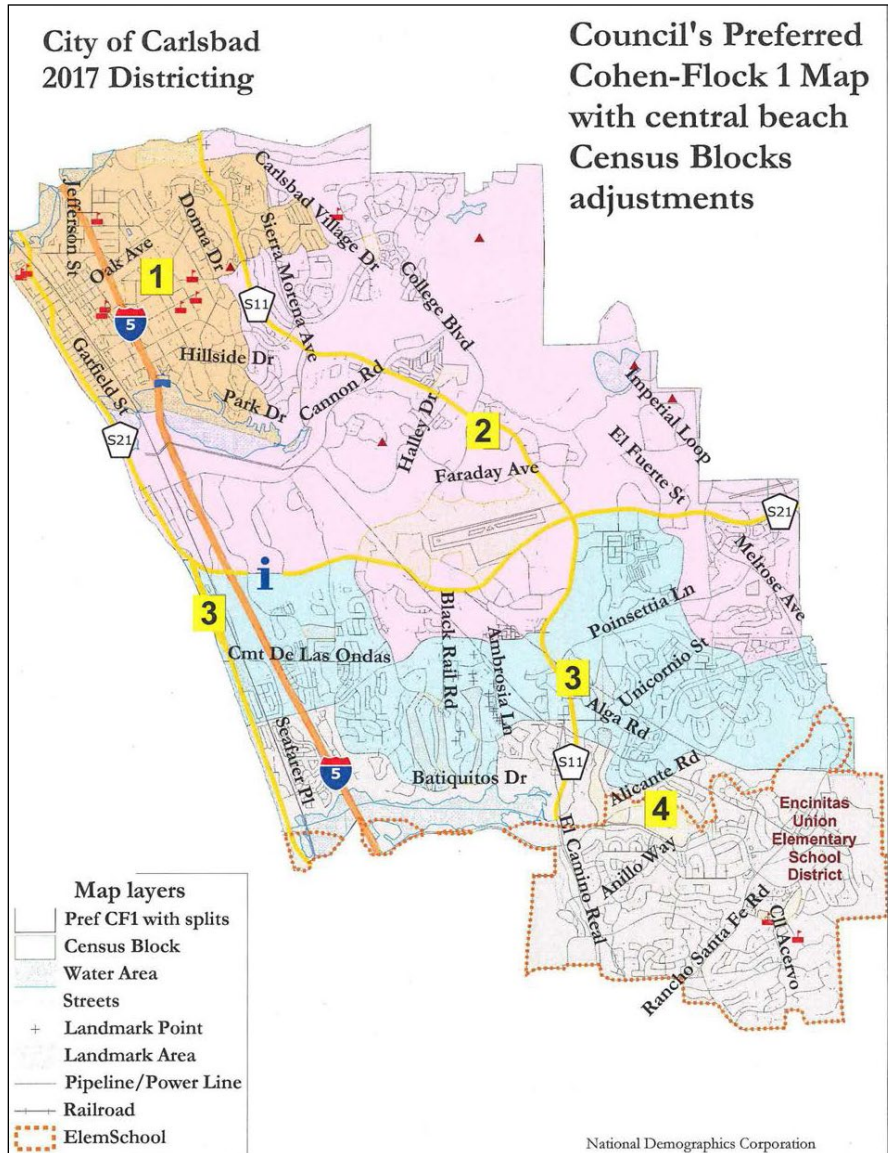
Pursuant to California Government Code Section 34886 and the schedule established in Section 2.04.080, city council members shall be elected on a by-district basis from four single-member council districts. The city's by-district electoral system shall be conducted in accordance with California Government Code Section 34871, subdivision (c).

2.04.070 Establishment of council districts.

- A. Pursuant to Section 2.04.060, city council members shall be elected on a by-district basis, as that term is defined in California Government Code Section 34871, subdivision (c), from the four council districts described as follows, which shall continue in effect until they are amended or repealed:
 - 1. Council District 1 shall comprise all that portion of the city reflected on Figure A.
 - 2. Council District 2 shall comprise all that portion of the city reflected on Figure A.

3. Council District 3 shall comprise all that portion of the city reflected on Figure A.
4. Council District 4 shall comprise all that portion of the city reflected on Figure A.

Figure A



- B. Members of the city council, excluding the mayor, shall be elected in the electoral districts established by this section and subsequently reapportioned pursuant to applicable state and federal law.
- C. Notwithstanding any other provision of this chapter, the city council member elected to represent a council district must reside in the district and be a registered voter in the district, and any candidate for city council must live in, and be a registered voter in, the council district in which the candidate seeks election at the time nomination papers are issued, pursuant to California Government Code Section 34882 and California Elections Code Section 10227. Termination of residency in a council district by a city council member shall create an immediate vacancy for that council district unless a substitute residence within the district is established within 30 days after the termination of residency.

2.04.080 Council district election schedule.

Except as otherwise required by Section 2.04.110, the city council members shall be elected in Council Districts 1 and 3 beginning at the General Municipal Election in November 2018, and every four years thereafter, as such Council Districts shall be amended. City council members shall be elected from Council Districts 2 and 4 beginning at the General Municipal Election in November 2020, and every four years thereafter, as such council districts shall be amended.

2.04.090 Selection and duties of mayor pro tempore.

The city council shall meet on the first Tuesday after the certification of the General Municipal Election results, or as soon thereafter as reasonably practicable, and choose one of its members as mayor pro tempore. If the mayor is absent or unable to act, the mayor pro tempore shall serve as mayor until the mayor returns or is able to act. While serving as mayor pursuant to this section, the mayor pro tempore shall have all of the powers and duties of the mayor.

2.04.100 Reorganization of the city council.

As soon as reasonably practicable after a new city council member is sworn into office, or at the first regularly scheduled city council meeting of the calendar year, the city council shall appoint individual members of the city council to boards, commissions, committees or other bodies as the city council may find necessary for its effective functioning. These appointments shall be made by the mayor subject to the approval of the city council. The city council may only make changes to these appointments at another time if four-fifths of the members of the city council vote to do so.

2.04.110 Vacancies in office.

A. Declaration of Vacancy.

1. Vacancies. The office of an elected official becomes vacant upon death, resignation, or forfeiture or removal from office on any ground provided by law.
2. Forfeiture. In addition to any other ground provided by law, an elected official forfeits office if the elected official:
 - a. Lacks at any time during the elected official's term of office any qualification for the office prescribed by the city charter, this code or other applicable law;
 - b. Accepts or retains any other elective public office; or
 - c. For the mayor and city council members, is absent without permission from all regular city council meetings for 60 days consecutively from the last regular city council meeting attended. An absence will be permitted if, the mayor or city council member informs the city clerk of the intended absence prior to the start of the meeting and the absence is due to any of the following:
 - (i) Illness of the mayor or council member or an immediate family member
 - (ii) Death of a family member
 - (iii) Parental leave
 - (iv) Military leave or
 - (v) Performance of authorized city business

A permitted absence will be recorded in the meeting minutes.

3. Declaration of Vacancy. If a vacancy occurs, the city council shall declare the existence of the vacancy or anticipated vacancy as soon as practicable. The date of the vacancy shall be determined as:

- a. In the case of a resignation, the effective date specified in the letter of resignation or, if no effective date is specified, the date upon which the letter of resignation is delivered to the city clerk.
- b. In the case of election to another office, the date on which the elected official is sworn into the other office.
- c. If sections (a) and (b) do not apply, the date of the declaration of vacancy by the city council.

B. Filling of Vacancy by Appointment.

- 1. If a vacancy is declared by the city council with one year or less remaining in the term from the date of the declaration of vacancy, the city council shall within 45 days appoint a person to fill the vacancy.
- 2. The city council shall use good faith and best efforts to reach agreement on an appointment. If the city council is unable to make an appointment within 45 days of the declaration of vacancy, the office shall remain vacant for the remainder of the term.

Councilmember Schumacher's Recommendation [Would like to discuss whether there are circumstances warranting an exception]	Mayor Pro Tem Blackburn's Recommendation [Would like to discuss the following option with the entire city council]
3. For a vacancy created by a city council member resigning from office, the resigning city council member may not cast a vote on the appointment.	3. For a vacancy created by a city council member resigning from office, the resigning city council member may cast a vote on the appointment if the resignation will go into effect upon the appointment of a successor. The resigning city council member shall not cast a vote for a family member or any other person with whom the city council member has a relationship that may create a potential conflict of interest. <ul style="list-style-type: none"> a. If a city council member elects to cast a vote under this subsection (B)(3), the city council member is prohibited from the following actions for a period of two years after the appointment of a successor: <ul style="list-style-type: none"> i. Advocating on any measure or issue coming before the city council in which the city council member may have a personal benefit. ii. Entering into a contract of any kind with the city or a city vendor. iii. Accepting a position of employment with the city or a city vendor. iv. Applying for a permit that is subject to the approval of the city council. b. This subsection (B)(3) shall not apply to a city council member who is resigning from the city council due to charges of, or conviction for, corruption or criminal behavior, or who is subject to a recall election.

4. In the event the city council makes an appointment, the appointee office holder shall hold office until a successor is elected. Any person appointed by the city council to fill the office of a council member or mayor may not seek election to that same office until one year after the end of the appointed term.
- C. Filling of Vacancy by Election. If a vacancy declared by the city council occurs with 25 months or more remaining in the term from the date of the declaration of vacancy, the city council shall fill the vacancy by calling a special election to be held on the next established election date not less than 114 days after the declaration of vacancy.
 - D. Filling of Vacancy by Appointment or Election.
 1. If a vacancy is declared by the city council with more than one year but less than 25 months remaining in the term from the date of the declaration of vacancy, the city council may either appoint a person to fill the vacancy under subsection (B) or call a special election to fill the vacancy under subsection (C).
 2. The city council shall determine whether to fill the vacancy by appointment or by special election within 14 days of the declaration of vacancy.
 3. If the city council determines to fill the vacancy by appointment and is unable to make an appointment within 45 days of the city council declaring a vacancy, the city council shall call a special election under subsection (C).
 - E. Notwithstanding any other provision in this section, if an appointment would result in a majority of the city council members being appointed, the city council may not fill the vacancy by appointment; rather:
 - (a) where the vacancy is for a remaining term of one year or less, the office shall remain vacant; and
 - (b) where the vacancy is for a remaining term of more than one year but less than 25 months, the city council shall call a special election under subsection (C) to fill the vacancy.

Chapter 2.04

CITY COUNCIL ELECTED OFFICIALS

Sections:

- ~~2.04.010 Compensation – mayor and city council.~~
~~2.04.020 Elected mayor—Additional compensation – city clerk and city treasurer.~~
~~2.04.030 Vacancies in officeDuties of mayor.~~
~~2.04.040 Eligibility for office.~~
~~2.04.050 Reorganization Annual reorganization of the city councilAt-large election of mayor, city clerk, and city treasurer.~~
~~2.04.060 Eligibility for officeBy-district election of city council members.~~
~~2.04.070 By-district electoral systemEstablishment of council districts.~~
~~2.04.080 Establishment of city council electoral districtsCouncil district election schedule.~~
~~2.04.090 Election scheduleSelection and duties of mayor pro tempore.~~
~~2.04.100 R—eorganization of the city council.~~
~~2.04.110 Vacancies in office.~~

2.04.010 Compensation – mayor and city council.

- A. The compensation of each member of the city council shall be set at \$2,052.17 per month upon the effective date of this ordinance. Adjustments to city council compensation shall not exceed the amount established by the San Diego Regional Consumer Price Index. Adjustments to city council compensation must be made or permanently waived by ordinance in January of each year. The city council is prohibited from enacting retroactive increases for years in which a salary increase was waived.
- ~~B. The mayor shall receive compensation of \$100.00 in addition to the compensation the mayor receives as a city council member under subsection (A) of this section.~~
- ~~BC.~~ The compensation established by this section is exclusive of any amounts payable to each member of the city council as reimbursement for actual and necessary expenses incurred in the performance of official duties for the city.

2.04.020 Elected mayor—Additional compensation.Compensation – city clerk and city treasurer

~~A. The compensation of the city clerk and city treasurer shall be set at \$1,070.00 per month, payable biweekly.~~

~~B.—In addition to the compensation the city clerk and city treasurer receive under subsection (A) of this section, the city clerk and city treasurer shall receive an automobile allowance as established by resolution of the city council.~~

~~The mayor, elected pursuant to Sections 34900 to 34904 inclusive of the Government Code, shall receive additional compensation of \$100.00 per month in addition to the compensation the mayor receives as a member of the city council. This additional compensation may be amended from time to time by the adoption of an ordinance amending this section.~~

2.04.030 Duties of mayor.

~~A. The mayor is a city council member with all the powers and duties of a city council member. The mayor may make or second motions and otherwise participate fully in the workings of the city council. The mayor shall vote on all questions. Whenever the vote is taken by means of a roll call, the mayor's name shall be called last.~~

~~B. The mayor shall sign:~~

1. All warrants drawn on the city treasury.
2. All written contracts and conveyances made or entered into by the city as specified in Chapter 3.28.
3. All instruments requiring the city seal.

The city council may by ordinance authorize other officers of the city to sign such documents if the mayor and mayor pro tempore are both absent or unable to act.

C. The mayor shall be the official head of the city for all ceremonial purposes, and shall perform all other duties as may be prescribed by resolution or ordinance.

2.04.0340 Vacancies in office Eligibility for office.

- A. To be eligible to hold office as mayor, city council member, city clerk or city treasurer, a person must be an elector of the city at the time nomination papers are issued.
- B. To be eligible to become a candidate for the office of city clerk, a person must meet one of the following minimum criteria at the time nomination papers are issued:
 1. The person must have obtained the designation of certified municipal clerk from the International Institute of Municipal Clerks.
 2. The person must have two years of full-time, salaried work experience in either business administration or public administration and possesses a bachelor's degree from an accredited college or university.
- C. To be eligible to become a candidate for the office of city treasurer, a person must have a four-year college degree in finance or business-related field and four years of financial work experience at the time nomination papers are issued.

<u>Councilmember Schumacher's Recommendation</u>	<u>Mayor Pro Tem Blackburn's Recommendation</u>
<u>Remove section D.</u>	<u>D. Notwithstanding California Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the local agency's legislative body, the mayor or a city council member may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department.</u>

~~D. Notwithstanding California Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the local agency's legislative body, the mayor or a city council member may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department.~~

~~This section is adopted pursuant to Article XI Section 5 of the California Constitution for charter cities which provides plenary authority for the conduct of local elections. If a vacancy occurs in an elected office of a~~

~~member of the city council, the city clerk or city treasurer the council shall, within 60 days of the effective date of the vacancy, either fill the vacancy by appointment or call a special election to fill the vacancy, provided, however, that when petitions bearing 10% of the verified signatures of registered voters are presented to the city clerk, a special election shall be called. A person appointed by the council to fill a vacancy in such circumstances, shall hold office until the date of the special election. The special election shall be held on the next regularly established election date not less than 114 days from the call of the special election. A person appointed, when no special election has been called, or elected to fill a vacancy holds office for the unexpired term of the former incumbent.~~

~~B. If the council fails to fill the vacancy within 60 days, it shall immediately call an election to fill the vacancy, to be held on the next established election date not less than 114 days thereafter.~~

~~C. Notwithstanding anything herein to the contrary, when a vacancy occurs in elected office prior to the close of the nomination period, the vacancy shall be filled by the general election regardless of whether or not the vacancy is filled by appointment by the city council.~~

2.04.050 At-large election of mayor, city clerk, and city treasurer.

The mayor, city clerk, and city treasurer shall be elected by the voters of the city at large. The persons elected as mayor, city clerk, and city treasurer shall hold office for a term of four years from the first Tuesday following election and until a successor is elected, qualified and sworn into office

2.04.050 Reorganization of the city council.

~~At the meeting when the general election results are certified by the county clerk or city clerk, as appropriate, or as soon as reasonably practicable thereafter, the city council shall meet for the purpose of appointing individual members of the city council to boards, commissions, committees or other bodies as the council may find necessary for its reorganization and effective functioning.~~

2.04.060 Eligibility for office.

~~A. A person is not eligible to hold office as a member of the city council unless that person is, at the time of assuming such office, an elector of the City of Carlsbad.~~

~~B. Notwithstanding Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the legislative body of that agency, a city council member may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department.~~

2.04.0760 By-district electoral system~~By-district election of city council members.~~

Pursuant to California Government Code Section 34886 and the schedule established in Section 2.04.0980 of this chapter, beginning in November 2018, city council members of the city council shall be elected on a by-district basis from four single-member council districts. The mayor shall be separately elected on a city-wide basis. ~~The city's by-district electoral system shall be conducted in accordance with California Government Code Section 34871, subdivision (c).~~

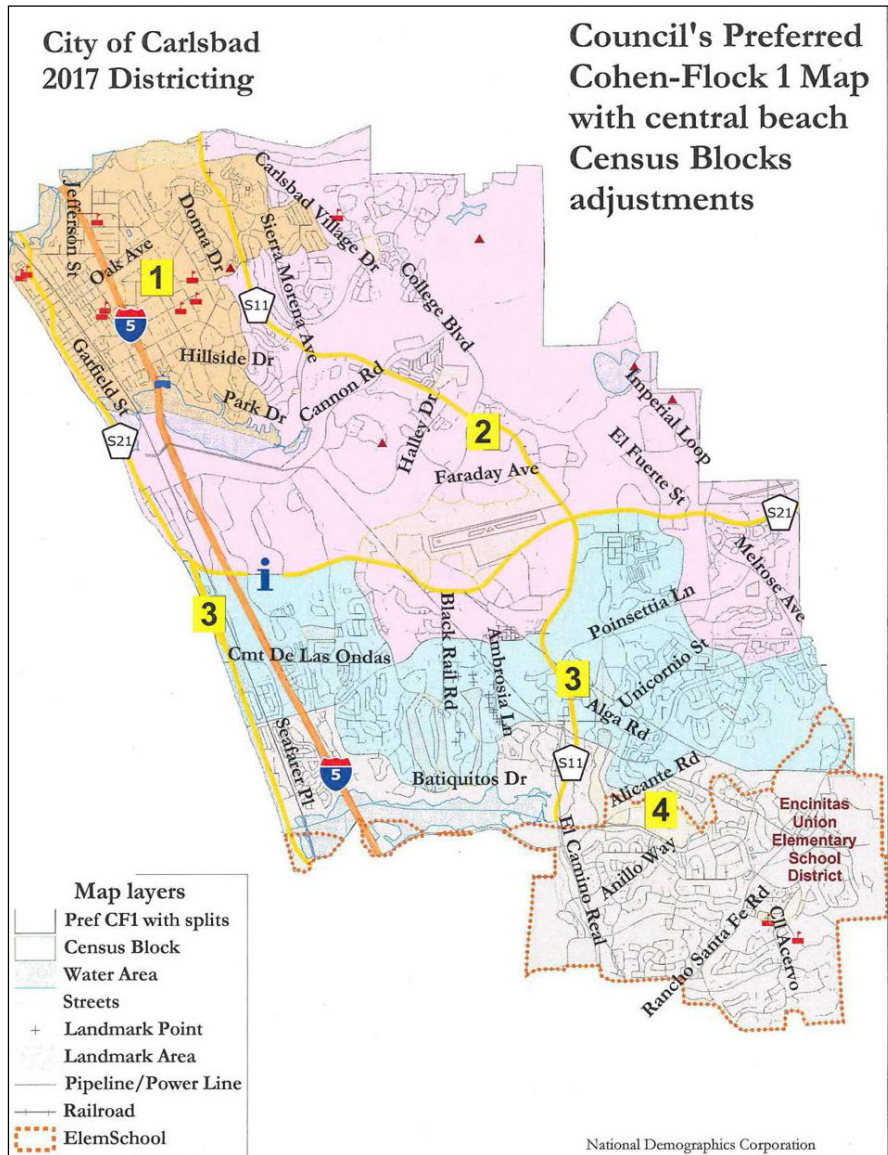
2.04.0870 Establishment of city council electoral districts.

~~A. Pursuant to Section 2.04.0760 of this chapter, city council members of the city council shall be elected on a by-district basis, as that term is defined in California Government Code Section 34871, subdivision (c), from the four council districts described as follows, which shall continue in effect until they are amended or repealed in accordance with law:~~

- ~~1. Council District 1 shall comprise all that portion of the city reflected on Figure A.~~

2. Council District 2 shall comprise all that portion of the city reflected on Figure A.
3. Council District 3 shall comprise all that portion of the city reflected on Figure A.
4. Council District 4 shall comprise all that portion of the city reflected on Figure A.

Figure A



- B. Members of the city council, excluding the mayor, shall be elected in the electoral districts established by this section and subsequently reapportioned pursuant to applicable state and federal law.
- C. ~~Except as provided in subsection D and n~~Notwithstanding any other provision of this chapter, ~~one~~ this chapter is fully phased in, the city council member ~~of the city council~~ elected to represent a council district must reside in ~~that~~ the district and be a registered voter in ~~that~~ the district, and any candidate for city council must live in, and be a registered voter in, the council district in which ~~he or she~~ the candidate seeks election at the time nomination papers are issued, pursuant to California Government Code Section 34882 and California Elections Code Section 10227. Termination of residency in a council district by a city council member ~~of the city council~~ shall create an immediate vacancy for that council district unless a substitute residence within the district is established within 30 days after the termination of residency.
- ~~D.— Notwithstanding any other provision of this section, and consistent with the requirements of California Government Code Section 36512, the members of the city council in office at the time the ordinance codified in this chapter takes effect shall continue in office until the expiration of the full term to which he or she was elected and until his or her successor is qualified. At the end of the term of each member~~

~~of the city council, excluding the separate office of mayor, that member of the city council's successor shall be elected on a by-district basis in the districts established in this section and as provided in Section 2.04.090 of this chapter.~~

~~E. Nothing in this section shall effect the election of the mayor, who shall remain elected on a city-wide basis, in accordance with Sections 2.04.020 and 2.04.060 of this chapter and Chapter 2.06 of this code.~~

2.04.0980 Council district Eelection schedule.

Except as otherwise required by ~~California Government Code Section 36512~~Section 2.04.110, the city council members ~~of the city council~~ shall be elected in Council Districts 1 and 3 beginning at the General Municipal Election in November 2018, and every four years thereafter, as such Council Districts shall be amended. City council Mmembers ~~of the city council~~ shall be elected from Council Districts 2 and 4 beginning at the General Municipal Election in November 2020, and every four years thereafter, as such council districts shall be amended. ~~The election schedule for the mayor is not affected by this section.~~

2.04.090 Selection and duties of mayor pro tempore.

The city council shall meet on the first Tuesday after the certification of the General Municipal Election results, or as soon thereafter as reasonably practicable, and- choose one of its members as mayor pro tempore. If the mayor is absent or unable to act, the mayor pro tempore shall serve as mayor until the mayor returns or is able to act. While serving as mayor pursuant to this section, the mayor pro tempore shall have all of the powers and duties of the mayor.

2.04.100 R-eorganization of the city council.

As soon as reasonably practicable after ~~any meeting where~~ a new city council member is sworn into office, or at the first regularly scheduled city council meeting of the calendar year, the city council shall appoint individual members of the city council to boards, commissions, committees or other bodies as the city council may find necessary for its effective functioning. These appointments shall be made by the mayor subject to the approval of the city council. The city council may only make changes to these appointments at another time if four-fifths of the members of the city council vote to do so.

2.04.110 Vacancies in office.

A. Declaration of Vacancy.

1. Vacancies. The office of an elected official becomes vacant upon death, resignation, or forfeiture or removal from office on any ground provided by law.
2. Forfeiture. In addition to any other ground provided by law, an elected official forfeits office if the elected official:
 - a. Lacks at any time during the elected official's term of office any qualification for the office prescribed by the city charter, this code or other applicable law;
 - b. Accepts or retains any other elective public office; or
 - c. For the mayor and city council members, is absent without permission from ~~three consecutive~~ all regular city council meetings for 60 days consecutively from the last regular city council meeting attended. An absence will be ~~excused~~permitted if, the mayor or city council member informs the city clerk of the intended absence prior to the start of the meeting and the absence is due to any of the following:
 - (i) Illness of the mayor or council member or an immediate family member
 - (ii) Death of a family member

- (iii) Parental leave
- (iv) Military leave or
- (v) Performance of authorized city business

A permitted absence will be recorded in the meeting minutes.

3. Declaration of Vacancy. If a vacancy occurs, the city council shall declare the existence of the vacancy or anticipated vacancy as soon as practicable. The date of the vacancy shall be determined as:
 - a. In the case of a resignation, the effective date specified in the letter of resignation or, if no effective date is specified, the date upon which the letter of resignation is delivered to the city clerk.
 - b. In the case of election to another office, the date on which the elected official is sworn into the other office.
 - c. If sections (a) and (b) do not apply, the date of the declaration of vacancy by the city council.

B. Filling of Vacancy by Appointment.

1. If a vacancy is declared by the city council with one year or less remaining in the term from the date of the declaration of vacancy, the city council shall within 45 days appoint a person to fill the vacancy.
2. The city council shall use good faith and best efforts to reach agreement on an appointment. If the city council is unable to make an appointment within 45 days of the declaration of vacancy, the office shall remain vacant for the remainder of the term.

Councilmember Schumacher's Recommendation [Would like to discuss whether there are circumstances warranting an exception]	Mayor Pro Tem Blackburn's Recommendation [Would like to discuss the following option with the entire city council:]
<p>3. <u>For a vacancy created by a city council member resigning from office, the resigning city council member may not cast a vote on the appointment.</u></p>	<p>3. <u>For a vacancy created by a city council member resigning from office, the resigning city council member may cast a vote on the appointment if the resignation will go into effect upon the appointment of a successor. The resigning city council member shall not cast a vote for a family member or any other person with whom the city council member has a relationship that may create a potential conflict of interest.</u></p> <ol style="list-style-type: none"> a. <u>If a city council member elects to cast a vote under this subsection (B)(3), the city council member is prohibited from the following actions for a period of two years after the appointment of a successor:</u> <ol style="list-style-type: none"> i. <u>Advocating on any measure or issue coming before the city council in which the city council member may have a personal benefit.</u> ii. <u>Entering into a contract of any kind with the city or a city vendor.</u>

	<p>iii. <u>Accepting a position of employment with the city or a city vendor.</u></p> <p>iv. <u>Applying for a permit that is subject to the approval of the city council.</u></p> <p>b. <u>This subsection (B)(3) shall not apply to a city council member who is resigning from the city council due to charges of, or conviction for, corruption or criminal behavior, or who is subject to a recall election.</u></p>
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2-4. In the event the city council makes an appointment, the appointee office holder shall hold office until a successor is elected. Any person appointed by the city council to fill the office of a council member or mayor may not seek election to that same office until one year after the end of the appointed term.

- C. Filling of Vacancy by Election. If a vacancy declared by the city council occurs with 25 months or more remaining in the term from the date of the declaration of vacancy, the city council shall fill the vacancy by calling a special election to be held on the next established election date not less than 114 days after the declaration of vacancy.
- D. Filling of Vacancy by Appointment or Election.
 - 1. If a vacancy is declared by the city council with more than one year but less than 25 months remaining in the term from the date of the declaration of vacancy, the city council may either appoint a person to fill the vacancy under subsection (B) or call a special election to fill the vacancy under subsection (C).
 - 2. The city council shall determine whether to fill the vacancy by appointment or by special election within 14 days of the declaration of vacancy.
 - 3. If the city council determines to fill the vacancy by appointment and is unable to make an appointment within 45 days of the city council declaring a vacancy, the city council shall call a special election under subsection (C).
- E. Notwithstanding any other provision in this section, if an appointment would result in a majority of the city council members being appointed, the city council may not fill the vacancy by appointment; rather: (a) where the vacancy is for a remaining term of one year or less, the office shall remain vacant; and (b) where the vacancy is for a remaining term of more than one year but less than 25 months, the city council shall call a special election under subsection (C) to fill the vacancy.

**PORTIONS OF CHAPTER 2.06 MAYOR TO BE INCORPORATED INTO
NEW CHAPTER 2.04 ELECTED OFFICIALS**

Current Code Section Proposed for Repeal	Notes on Revisions / Relocation
<p align="center">Chapter 2.06</p> <p align="center">MAYOR</p> <p>Sections:</p> <p>2.06.010 Term of office.</p> <p>2.06.020 Presiding at meetings.</p> <p>2.06.030 Keeping order.</p> <p>2.06.040 Mayor as council member.</p> <p>2.06.050 Signing various documents.</p> <p>2.06.060 Ceremonial duties.</p> <p>2.06.070 Appointments.</p> <p>2.06.080 Vacancy in office.</p> <p>2.06.090 Eligibility for office.</p>	
<p>2.06.010 Term of office.</p> <p>In accord with a vote of the citizens of the city, the office of mayor shall be an elected office. The person elected as mayor shall hold office for a term of four years from the first Tuesday succeeding his or her election and until his or her successor is elected and qualified.</p>	<p>Incorporated into Section 2.04.050</p>
<p>2.06.020 Presiding at meetings.</p> <p>The mayor shall assume the chair of the presiding officer on the first Tuesday after the election and thereafter shall preside at all meetings of the city council. The mayor shall state every question coming before the council, announce the decision of the council on all subjects and decide all questions of procedure and order, subject, however, to an appeal to the council by any individual member of the council, in which event a majority vote of the council shall govern and conclusively determine such question.</p>	<p>Eliminated in new Chapter 2.04 because these topics are covered in Chapter 1.20</p>
<p>2.06.030 Keeping order.</p> <p>The mayor shall preserve strict order and decorum at all meetings of the city council.</p>	<p>Eliminated in new Chapter 2.04 because these topics are covered in Chapter 1.20</p>
<p>2.06.040 Mayor as council member.</p> <p>The mayor is a member of the city council with all the powers and duties of a member of the city council. The mayor may make or second motions and otherwise participate fully in the workings of the city council. The mayor shall vote on all questions. Whenever the vote is taken by means of a roll call, the mayor's name shall be called last.</p>	<p>Relocated to Section 2.04.030(A)</p>

Current Code Section Proposed for Repeal	Notes on Revisions / Relocation
<p>2.06.050 Signing various documents.</p> <p>The mayor shall sign:</p> <ul style="list-style-type: none"> A. All warrants drawn on the city treasury; B. All written contracts and conveyances made or entered into by the city as specified in Chapter 3.28; C. All instruments requiring the city seal. <p>The city council may by ordinance authorize other officers of the city to sign such documents if the mayor and mayor pro tempore are both absent or unable to act.</p>	Relocated to Section 2.04.030(B)
<p>2.06.060 Ceremonial duties.</p> <p>The mayor shall be the official head of the city for all ceremonial purposes, and shall perform all other duties as may be prescribed by ordinance or by the council consistent with the office.</p>	Relocated to Section 2.04.030(C)
<p>2.06.080 Vacancy in office.</p> <p>In the case of a vacancy in the office of the mayor for any reason, the city council shall, within 60 days of the effective date of vacancy, either fill the vacancy by appointment or call a special election to fill the vacancy, provided, however, that when petitions bearing 10% of the verified signatures of registered voters are presented to the city clerk, a special election shall be called. If the city council fails to fill the vacancy within 60 days, it shall immediately call an election to fill the vacancy, to be held on the next established election date to be held not less than 114 days thereafter. A person appointed or elected to fill a vacancy shall hold office for the unexpired term of the former incumbent.</p>	Revised into new Section 2.04.110 covering vacancies in office for all elected officials
<p>2.06.090 Eligibility for office.</p> <ul style="list-style-type: none"> A. A person is not eligible to hold office as mayor unless that person is, at the time of assuming such office, an elector of the city. B. Notwithstanding Government Code Section 53227 or any successor statute regulating the eligibility of a local agency employee to serve on the legislative body of that agency, the mayor may simultaneously serve, without compensation, as a volunteer police officer subject to all federal and state laws, municipal ordinances and rules and regulations of the police department. 	Relocated to Sections 2.04.040(A) and 2.04.040(D)

PORTIONS OF CHAPTER 2.08 TO BE INCORPORATED INTO NEW CHAPTER 2.04 ELECTED OFFICIALS

Current Code Section Proposed for Repeal	Notes on Relocation
<p>2.08.010 Mayor pro tempore.</p> <p>The city council shall meet on the first Tuesday after the general municipal election and choose one of its members as mayor pro tempore. If the mayor is absent or unable to act, the mayor pro tempore shall serve as mayor until the mayor returns or is able to act. While serving as mayor pursuant to this section, the mayor pro tempore shall have all of the powers and duties of the mayor.</p>	<p>Relocated to Section 2.04.090</p>
<p>2.08.020 Compensation of city treasurer.</p> <p>A. Effective January 1, 2007, the compensation of the city treasurer is fixed at the sum of \$1,070.00 per month payable biweekly.</p> <p>B. In addition, the city treasurer shall receive an automobile allowance as established by resolution of the city council.</p>	<p>Relocated to Section 2.04.020</p>
<p>2.08.022 Qualifications of city treasurer.</p> <p>No person is eligible to become a candidate for the office of city treasurer unless, at the time of the final filing date for election, such person has a four-year college degree in finance or business-related field and four years of financial work experience.</p>	<p>Relocated to Section 2.04.040(C)</p>
<p>2.08.030 Compensation of city clerk.</p> <p>A. Effective January 1, 2007, the compensation of the city clerk is fixed at the sum of \$1,070.00 per month, payable bi-weekly.</p> <p>B. In addition, the city clerk shall receive an automobile allowance as established by resolution of the city council.</p>	<p>Relocated to Section 2.04.020</p>
<p>2.08.032 Qualifications of city clerk.</p> <p>No person is eligible to become a candidate for the office of city clerk unless, at the time of the final filing date for election, he or she meets one of the following minimum criteria:</p> <p>A. Has obtained the designation of a certified municipal clerk from the International Institute of Municipal Clerks.</p> <p>B. Has two years of full-time, salaried work experience in either business administration or public administration and possesses a bachelor’s degree from an accredited college or university.</p>	<p>Relocated to Section 2.04.040(B)</p>



CITY COUNCIL Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

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

Subject: Economic and Financial Update for the Second Quarter of Fiscal Year 2020-21

Districts: All

Recommended Action

Receive a report on the economic and financial update for the second quarter of fiscal year 2020-21 and provide direction as appropriate.

Executive Summary

At the April 7, 2020, City Council meeting, the City Council voted unanimously to direct staff to return to the City Council with financial expenditure reports relating to the city's response to the COVID-19 pandemic. The city manager further committed to provide quarterly updates to the City Council on the economic outlook and an update on the city's finances during the adoption of the fiscal year 2020-21 operating and capital project budgets on June 23, 2020. For these updates, staff will provide a presentation on the:

- National, state, regional and Carlsbad specific economic data
- City's most recent financial data
- General progress and execution of the fiscal year 2020-21 annual budget

Discussion

The Carlsbad economy is diverse, has strong industry clusters and is a leader in innovation. The city's gross regional product is \$15.3 billion, second only to the largest city in the county, San Diego. Key industries driving this output are professional, scientific and technical services, computer and electronic product manufacturing and other manufacturing. The city also has a strong tourism industry that generates the second highest amount of transient occupancy tax in the region.

The COVID-19 pandemic has led to public health orders requiring people to stay at home aside for essential trips or jobs and forced many businesses across the state to suspend or reduce operations. These restrictions have had disruptive effects on the economy, across the nation the state and in Carlsbad. Consumers have postponed travel and making major purchases as well as routine shopping. Businesses deemed non-essential have had to close or suspend operations. Hotels and resorts and other hospitality businesses have been particularly hard hit.

Prior to the COVID-19 pandemic, the economic outlook for the United States, California, the County of San Diego and the City of Carlsbad was positive. The local gross regional product continued to expand along with most of the rest of the nation. From 2018 to 2019, Carlsbad's gross regional product grew by \$800 million. The National Bureau of Economic Research determined that a peak in monthly economic activity occurred in the U.S. economy in February 2020, marking the end of the longest recorded U.S. expansion, which began in June 2009. The pandemic brought on a global economic crisis and the impact on the U.S. economy was swift. Compared to the other recessions that the U.S. experienced since 1980, the economic drop due to COVID-19 was extreme.

As businesses were shuttered due to public health orders, unemployment numbers rose with an estimated 20.5 million people in the U.S. out of work due to the pandemic according to a September 2020 Hamilton Project report. In Carlsbad, unemployment rose to a peak of 13.8% in April. Government stimulus from federal, state, and county programs began to reverse the downward trend in the economy though surging case rates and fluctuation health orders and restrictions have caused continued uncertainty. The most recent unemployment data from the California Employment Development shows state unemployment at 7.9%, San Diego County's at 6.6% and Carlsbad's at 5.4% in November.

To ensure the city remains responsive to the changing situation and is prepared to meet new challenges head-on, staff have leveraged greater in-house economic data capabilities and analytics developed over the past six months to publish a quarterly economic scan (Exhibit 2). Staff also maintains a new economic development story map that is dynamically updated with important economic development data for those wanting to do business, find employment, or gain a better understanding of Carlsbad's economy. In conjunction with the existing Life in Action campaign, the city continues to develop tools to understand the economy, attract businesses, cultivate talent and support data-driven economic development decision-making.

The economic impact of COVID-19 has a direct impact on city revenues and budget. For the City of Carlsbad, staff are forecasting declines in revenues in two of the city's three primary revenue streams: sales tax and transient occupancy tax. Revenue from the third major source, the city's share of property taxes, is not expected to be substantially impacted by COVID-19. As the stay-at-home orders continue, the city is also seeing a significant drop in recreation lease and rental revenues.

The timing of the city's three major revenue sources varies, but can be generally summarized as follows:

- Property taxes - The majority of property tax revenue is collected in December and April each year. Through the second quarter, the majority of revenue received has been for aircraft, supplemental and delinquent taxes.
- Sales taxes - To date, the majority of sales tax revenues represent funds collected for the second and third calendar quarters of 2020 and the first advance of the city's fourth calendar quarter sales tax revenues.
- Transient occupancy taxes - For the half of the new fiscal year two of the city's largest hotels have remained fully or partially closed and occupancy rates have been heavily

impacted by the pandemic. The closing of the LEGOLAND California Resort has also reduced tourism activity.

- Other General Fund revenues - A majority of General Fund revenues have been negatively impacted by the pandemic.

The city's General Fund expenditures and encumbrances through December 2020 total 49% of the working budget or \$94.3 million. The city is closely monitoring departmental spending, focusing on reducing variable costs where possible and taking measures to limit current year expenditures. City staff will continue to adjust the current year budget with the evolving public health and economic situation.

During this difficult time, the city has not charged customers any late fees on their utility bills – water, wastewater, and solid waste – to continue to provide customers with reliable water service. Additionally, water service disconnections for non-payment have been suspended since March 2020 because of the COVID-19 pandemic and the governor's subsequent executive order (Order N-42-20). As a result, the city has seen an increase in overdue utility billing balances.

The city's municipal golf course, The Crossings at Carlsbad, has endured many fluctuations in its business operations, including a full shutdown of operations, elimination of banquets and many other limitations on food and beverage services. However, golf rounds and greens fees have exceeded last year's and budgeted estimates for the first half of the fiscal year.

Fiscal Analysis

This is an informational item with no fiscal impact.

Next Steps

Staff will provide an update after the end of the third quarter in fiscal year 2020-21.

Environmental Evaluation (CEQA)

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

Public Notification

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

Exhibits

1. Dec. 2020 Financial Status Report
2. Jan. 2021 Economic Scan

PREPARED BY THE FINANCE DEPARTMENT

Financial *Status Report*



Dec. 31, 2020

This report summarizes the City of Carlsbad's General Fund revenues and expenditures through Dec. 31, 2020. It compares revenues and expenditures for the first half of fiscal year 2020-21 and fiscal year 2019-20. In addition, the financial status of the Water and Wastewater Enterprises are included. This report is for internal use only. The figures presented here are unaudited and have not been prepared in accordance with Generally Accepted Accounting Principles.

COVID-19 Pandemic

The pandemic of the COVID-19 disease has led to public health orders requiring people to stay at home aside from essential trips or jobs and forced many businesses across the state to suspend or reduce operations. These restrictions have had disruptive effects on the economy, across the nation, the state and in Carlsbad. Consumers have postponed making major purchases as well as changed routine shopping habits. Businesses deemed nonessential have had to close or suspend operations. Hotels, resorts and other hospitality businesses have been particularly hard hit. For the City of Carlsbad, staff is forecasting a significant decline in transient occupancy tax revenues and a decline sales tax revenue. Revenue from the city's largest revenue source, the city's share of property taxes, is not expected to be substantially impacted by COVID-19. As the shelter-in-place orders continue, the city is seeing a significant drop in recreation and lease/rental revenues.

General Fund Revenues



Property Taxes (\$27.0 million) The majority of property tax revenue is collected in Dec. and April each year. According to the County of San Diego Assessor's Office, assessed values in Carlsbad have increased by 4.76% for fiscal year 2020-21. This is the eighth year in a row that Carlsbad's assessed values have increased from year to year, and in line with assessed value increases with other cities in San Diego County for the year. This reflects continued strength in the housing market and new construction. The increase in this year's assessed values was due to a large increase in the assessed values of commercial and industrial properties in the city; the city saw smaller increases in residential property values for the year. This is the sixth year in a row since the Great Recession ended that the city saw increases in assessed values in all three property components (residential, commercial and industrial).

The primary reasons property taxes for the first half of the fiscal year have increased by 11% as compared to the prior fiscal year are:

- Current taxes are up by \$2,143,000 or 10% primarily due to higher assessed values.
- Aircraft taxes are up by \$279,000 or 21% due to timing differences and an increase in the number of aircraft being housed at the airport.
- Payments for previous year's taxes are up by \$210,000 due to collections of previous year's property taxes. Property owners were given an extension to pay their property taxes due last fiscal year due to the COVID-19 pandemic, and the city began receiving those taxes in the current fiscal year.

- Supplemental property taxes are \$14,000 lower when compared with the prior year due to a slight decrease in property resales.
- Unitary taxes are up by \$20,000 or 9% percent.



Sales Taxes (\$19.5 million) For the first six months of the fiscal year, sales tax revenues are \$252,000 (or 1%) lower than the same period in the previous fiscal year. Sales tax revenues for the year represent the first advance of the city’s fourth calendar quarter sales tax revenues, the city’s third calendar quarter sales tax revenues, a large portion of the city’s second calendar quarter of 2020 sales tax revenues, a portion of the clean-up for the first quarter of calendar year 2020, and some clean-up revenue from calendar year 2019.

Small businesses in the State of California were given additional time to remit their first and second calendar quarter 2020 sales tax payments. The city is now seeing payments for those deferrals, helping to offset the expected decrease in revenues due to COVID-19 in the current fiscal year. A similar program was offered again in Dec. 2020 for payments and returns due from Dec. 2020 through April 2021.

For sales occurring in the third calendar quarter of 2020 (the most recent data available), key gains were seen in automobile dealers, restaurants, clothing stores, warehouse clubs, and luggage and leather goods stores. During the same period, key declines were seen in grocery stores, home health care services, other miscellaneous store retailers, durable goods and merchant wholesalers, and electronic and appliance stores. The largest economic segments in the city are automobile dealers, restaurants, warehouse clubs, clothing stores and grocery stores. Together, they generate 66% of the city’s sales tax revenues.



Transient Occupancy Tax (\$6.6 million) The city’s third highest General Fund revenue source on an annual basis is Transient Occupancy Tax (TOT or hotel tax), estimated at \$18.5 million for the current fiscal year. A tax of 10% of the rent amount is collected on all occupancies less than 30 days (transient) in duration and remitted to the city one month in arrears. TOT collected for the first six months of the new fiscal year reflects a decrease of \$8.3 million, 56% less than the previous

year. Due to the COVID-19 pandemic, many hotels have remained closed or partially closed during some or all of the first six months of the fiscal year including three of the largest hotels – the Omni La Costa, the Park Hyatt Aviara and the LEGOLAND hotels. Additionally, the LEGOLAND park remains closed and group events have been canceled, which have had a large impact on leisure and business travel. Year-to-date TOT figures represent taxes collected on hotel receipts through the month of Nov.

Currently, there are 4,812 hotel rooms (an increase in the current year due to the opening of Home2Suites by Hilton), 668 timeshares and 276 registered short-term vacation rentals. Of the total hotel rooms, 4,562 were available in Dec. 2020. The average occupancy of hotel rooms over the most recent 12 months has been 49%, which is 25% less than last year’s average at this time.

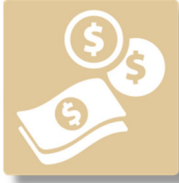


Business License Tax (\$2.7 million) All entities doing business in the City of Carlsbad are required to have a valid business license. Business license revenue is estimated at \$5 million for the current fiscal year. Business license revenues are up \$283,000, or 12%, higher than the previous fiscal year. The year over year increase was caused by an increase in the revenue used to calculate some business license taxes, partially offset by the fact that some businesses have closed due to COVID-19.

There are currently 9,409 licensed businesses operating within the city, 517 less than the prior year. The majority, 6,327, of taxed businesses are located in Carlsbad, with 2,401 of these businesses being home-based businesses.



Interdepartmental Charges (\$2.5 million) Interdepartmental charges are \$148,000, or 6%, higher than last year. These charges are generated through engineering services charged to capital projects (up \$99,000 due to additional staff time charged to capital projects); reimbursed work for other funds (down \$4,000 for less repair work performed and charged to the Carlsbad Municipal Water District); and miscellaneous interdepartmental expenses charged to funds outside the General Fund for services performed by departments within the General Fund (up \$54,000), the result of increased personnel and, maintenance and operations costs.



Income from Investments and Property (\$2.4 million) For the first half of the new fiscal year, income from investments and property is down \$1.5 million compared to the previous fiscal year.

Interest income is down \$429,000 for the year due to a 31.9% decrease in the average yield on the portfolio for the year (a decrease in the yield from 2.089% last fiscal year to 1.4550% in the current fiscal year) offset partially by a 2.1% increase in the average cash balance. In March 2020, the Federal Reserve effectively cut its benchmark rate by a full percentage point to zero. In December 2020, the Federal Reserve maintained its target for the federal funds rate at a range of 0% to 0.25%. This is a decrease from the prior year from a range of one to 1.25%. The city is seeing many of their higher rate bonds and notes being called, causing the city to have to invest in lower yield securities. This will continue to drive the yield on the portfolio lower in the upcoming months.

Income from property sales and rentals is down by \$1.1 million for the year, primarily due the sale of the former Fire Station #3 to a private party last fiscal year as well as the impact of COVID-19 on park, facility and pool rentals.



Other Intergovernmental Revenues (\$1.9 million) Other intergovernmental revenues include miscellaneous receipts received from the state or federal governments, as well as local school districts. Included in the funding received this year is \$1,427,000 in COVID-19 CARES Act assistance, a \$250,000 homeless program grant, \$80,000 of senior nutrition grants, \$52,000 in homeowners' exemption, \$33,000 for mandated costs from the State of California and some smaller intergovernmental revenues.



Franchise Taxes (\$1.5 million) Franchise taxes are generated from public utility sources, such as San Diego Gas & Electric (SDG&E), trash collection franchises, and cable franchises conducting business within city limits. Franchise tax revenue is estimated at \$5.5 million for the current fiscal year. Year-to-date franchise taxes are \$6,000, or 0.4%, lower than the same period last year.

Cable television franchise revenues (Spectrum and AT&T) are down by \$9,000 due to a decrease in the number of paid subscription services (premium video, equipment rental, on-demand, and programming services). Additionally, the reclassification of fiber optic antenna system lease payment fees from franchise fees (last fiscal year) to income from investments and property (current fiscal year) resulted in a \$8,000 decrease in revenue from the prior year. These decreases were partially offset by an increase in trash collection revenue of \$11,000.

Approximately 47% of the total franchise tax revenue anticipated for the year will be collected from SDG&E during the month of April 2021.



Development Related Revenues (\$1.5 million) Development related revenues, which include building permits, planning fees, building department fees, and engineering fees reflect a significant, but expected decrease for the first five months of the new fiscal year.

Development related fees are paid by developers to cover the cost of reviewing and monitoring development activities, such as plan checks and inspections. Engineering plan check fees are one of the first fees paid during the initial stages of development. Some of the activity in Dec. included grading for six condominium units at Grand West; the conversion of portables to new classrooms and playground improvements at Hope Elementary School; and the grading of two parcels for new single-family dwellings.

One source of development related revenue is building permits, which are on par with last fiscal year's revenues levels. Building permit revenue is derived from the combination of a large increase in the valuation of new construction and an increase in the number of new residential permits, offset by a decrease in commercial/industrial permitting to date. The year-to-date valuation of new construction in the current fiscal year is \$121.8 million, while it was \$110.3 million in the previous fiscal year, a 10% increase. In Dec., Carlsbad issued building permits for 70 residential units, an increase from the 7 residential units permitted in during the month of Nov. 2020. In the southwest quadrant, building permits were issued for 7 residential dwelling units: 6 permits were issued as part of Phase 14 at Poinsettia 61 Treviso and one permit was issued for a second-dwelling unit. In the southeast quadrant, building permits were issued for one second-dwelling unit. In the northwest quadrant, building permits were issued for 62 residential units: one permit was issued for a detached home, six permits were issued for second dwelling units, 5 permits were issued for condominiums as part of Madison Five and 24 permits were issued for apartments as part of Windsor Point. For the current fiscal year, 148 residential permits have been issued, as compared to 101 residential permits issued during the same period last year.

During the month of Dec., one permit was issued for 42,749 square feet of commercial space for Oakmont at Carlsbad and no industrial permits were issued. Fiscal year-to-date, there has been 206,297 square feet of commercial/industrial permits issued compared to 220,078 square feet of commercial/industrial permits issued during the same period last year.



Ambulance Fees (\$1.4 million) The city bills any individual who is transported in one of the city's ambulances. Through Dec. 2020, receipts from ambulance fees are down \$10,000, or 1%, compared to last fiscal year. The decrease in revenue is caused by a decrease in the number of transports during the first half of fiscal year 2020-21 (2,794) versus fiscal year 2019-20 (2,841).



Other Revenue Sources (\$963,000) Other revenue sources have increased by \$191,000 when compared to the prior year and include revenues received by the city to offset the costs of special studies or projects for developers; reimbursements for damage done to city streets, rights-of-way, and other city-owned property; donations; reimbursement from the Gas Tax Fund for traffic signal maintenance; and miscellaneous reimbursed expenses and refunds of prior year fees. The increase to date was primarily driven by additional miscellaneous reimbursed expenses related to Innovate 78 (\$190,000) and a settlement payment from Verizon (\$78,000). The increase was partially offset by an increase in miscellaneous accounts receivable write-offs, and reductions in loss recovery revenues, and miscellaneous revenues through the first six months of the new fiscal year.

The increase to date was primarily driven by additional miscellaneous reimbursed expenses related to Innovate 78 (\$190,000) and a settlement payment from Verizon (\$78,000). The increase was partially offset by an increase in miscellaneous accounts receivable write-offs, and reductions in loss recovery revenues, and miscellaneous revenues through the first six months of the new fiscal year.



Recreation Fees (\$776,000) Recreation fees are generated through instructional classes, camps, youth and adult sports, special events, parent participation preschool, senior programs, and various aquatic programs. Recreation revenues are down \$1.0 million compared to last year at this time. This decrease was due to cancellations across all programs due to the COVID-19 pandemic.



Transfer Taxes (\$618,000) When real property is sold, the County Assessor's Office charges a transfer tax. The transfer tax rate in San Diego County is \$0.0011 multiplied by the selling price of the property. The city receives 50% of the transfer tax charged for sales within the City of Carlsbad. Year-to-date revenues represent four payments received by the city thus far in the fiscal year and have increased significantly compared to the prior year receipts for the same period. Due to the

pent-up demand of sales hindered by COVID-19, extremely low interest rates and a nationwide shift to a more remote workforce, the housing market is extremely strong in Southern California, impacting revenues to date.



Other Licenses and Permits (\$528,000) Other licenses and permits consist of fire protection services, right-of-way, lagoon, grading, hazardous uses, and other miscellaneous permit revenues. These permits usually increase/decrease along with increases/decreases in development activity and can vary significantly throughout the year. The decrease to date was derived from lower right-of-way permits, coastal development permits, lagoon permits and fire protection system permits through Dec. as compared to last year at this time.



Fines and Forfeitures (\$213,000) Fines and forfeitures represent fees collected for code violations, parking citations, overdue fines, and returned checks. The city recognizes revenues when payment of the fine or forfeiture is received, as opposed to when the fine is imposed. The decrease to date is due to a large decrease in parking citations and overdue fines (the libraries have been closed for in-person activity due to the COVID-19 pandemic), offset partially by increases in code violation and short-term vacation rental code violation revenue.



Other Charges or Fees (\$165,000) Other charges or fees are generated through the sale of city documents, such as staff reports, blueprints and copies; general fees collected for false alarms, easements and agreements, weed abatement and kiosk signs; audio/visual rental fees; and general services, such as mutual aid response, mall police services, emergency response services, reports, etc. The decrease from the prior year of \$137,000 was caused by a decrease in mutual aid reimbursements, audio visual fees at the libraries (these fees were eliminated in 2019), copies, and

a reduction in false alarm billings. The decreases were partially offset by the timing of the city's administrative fee for its work on assessment districts and community facility districts.

A detailed schedule of General Fund revenues is provided on the following page.

**GENERAL FUND
REVENUE COMPARISON**

	REVENUE ESTIMATE AS OF 12/31/20	REVENUE EXPECTED THROUGH 12/31/20	ACTUAL FY 2020 AS OF 12/31/19	ACTUAL FY 2021 AS OF 12/31/20	CHANGE FROM YTD 2020 TO YTD 2021	PERCENT CHANGE
TAXES						
PROPERTY TAX	\$74,218,000	\$25,006,958	\$24,357,174	\$26,995,194	\$2,638,020	11%
SALES TAX	36,393,200	19,135,761	19,762,217	19,510,183	(252,034)	-1%
TRANSIENT OCCUPANCY TAX	18,463,000	14,571,998	14,915,580	6,604,990	(8,310,590)	-56%
FRANCHISE TAX	5,512,000	1,423,571	1,514,382	1,508,583	(5,799)	0%
BUSINESS LICENSE TAX	4,990,000	2,238,553	2,428,894	2,711,501	282,607	12%
TRANSFER TAX	1,204,000	389,248	403,220	618,296	215,076	53%
TOTAL TAXES	140,780,200	62,766,089	63,381,467	57,948,747	(5,432,720)	-9%
INTERGOVERNMENTAL						
VEHICLE LICENSE FEES	50,000	0	0	0	0	0%
HOMEOWNERS EXEMPTIONS	350,000	52,429	53,750	52,285	(1,465)	-3%
OTHER	555,668	42,500	222,540	1,859,333	1,636,793	736%
TOTAL INTERGOVERNMENTAL	955,668	94,929	276,290	1,911,618	1,635,328	592%
LICENSES AND PERMITS						
BUILDING PERMITS	795,000	400,012	727,515	726,437	(1,078)	0%
OTHER LICENSES & PERMITS	1,019,000	592,129	751,728	527,512	(224,216)	-30%
TOTAL LICENSES & PERMITS	1,814,000	992,141	1,479,243	1,253,949	(225,294)	-15%
CHARGES FOR SERVICES						
PLANNING FEES	367,000	246,391	239,262	124,218	(115,044)	-48%
BUILDING DEPARTMENT FEES	850,000	488,579	549,587	390,537	(159,050)	-29%
ENGINEERING FEES	565,000	303,687	333,412	223,215	(110,197)	-33%
AMBULANCE FEES	2,830,000	1,493,024	1,452,011	1,441,697	(10,314)	-1%
RECREATION FEES	2,195,000	1,903,594	1,815,306	776,312	(1,038,994)	-57%
OTHER CHARGES OR FEES	608,000	258,289	301,209	164,657	(136,552)	-45%
TOTAL CHARGES FOR SERVICES	7,415,000	4,693,563	4,690,787	3,120,636	(1,570,151)	-33%
FINES AND FORFEITURES	515,000	288,414	292,790	212,627	(80,163)	-27%
INCOME FROM INVESTMENTS & PROPERTY	7,482,000	2,491,331	3,988,675	2,446,352	(1,542,323)	-39%
INTERDEPARTMENTAL CHARGES	4,955,962	2,354,327	2,399,750	2,548,201	148,451	6%
OTHER REVENUE SOURCES	1,108,000	513,712	771,766	962,707	190,941	25%
TRANSFERS IN	10,000	10,000	10,000	10,000	0	0%
TOTAL GENERAL FUND	\$165,035,830	\$74,204,506	\$77,290,768	\$70,414,837	(\$6,875,931)	-9%

(1)

(1) Calculated General Fund revenues are 5 percent below estimates as of Dec. 31, 2020.

Expenditures

Total General Fund expenditures and encumbrances through the month of Dec. 2020 are \$94.3 million, compared to \$106.8 million at the same time last year. This leaves \$96.6 million, or 50.6%, available through the fiscal year ending June 30, 2021. If funds were spent in the same proportion as the previous year, the General Fund would have 40.6% available. Several transfers out of the General Fund were done earlier last year than this year contributing to the available balance variance.

Excluding the transfers out, contingencies, and non-departmental charges, the percentage available at Dec. 31, 2020 is 47.7%, moderately more than the 43.5% available at Dec. 31, 2019.

The adopted General Fund budget for fiscal year 2020-21 decreased by \$3.5 million due to the following factors:

- Increased personnel costs (increase of \$3.7 million):
 - \$4.9 million in additional salary costs associated with previously negotiated and anticipated wage increases
 - \$1.2 million decrease in other personnel costs (Medicare, unemployment and disability benefits)
- Decreased maintenance and operations costs (decrease of \$2.8 million):
 - Small increase in internal service charges
 - Decreases in:
 - Travel
 - Training
 - Conferences
- Decreased transfers out of the General Fund:
 - Decrease of \$4.1 million in the annual transfer to the Infrastructure Replacement Fund
 - Decrease of \$600,000 in the annual transfer to the General Capital Construction Fund
 - Increase of \$500,000 for a transfer to the Golf Course Fund
 - Decrease of \$250,000 in the annual transfers to the city's Lighting and Landscaping District #1 Funds

A detailed schedule of General Fund expenditures is provided on the following page.

**GENERAL FUND
EXPENDITURE STATUS BY DEPARTMENT**

DEPT DESCRIPTION	ADOPTED	WORKING	AS OF 12/31/20		
	BUDGET FY 2020-21	BUDGET FY 2020-21 (a)	AMOUNT COMMITTED (b)	AVAILABLE BALANCE	% AVAILABLE (c)
POLICY AND LEADERSHIP GROUP					
CITY ATTORNEY	\$1,987,318	\$1,987,318	\$985,301	\$1,002,017	50.4%
CITY CLERK SERVICES	1,263,159	1,463,103	694,553	768,550	52.5%
CITY COUNCIL	586,317	612,717	222,129	390,588	63.7%
CITY MANAGER	2,153,294	2,278,723	1,091,855	1,186,868	52.1%
CITY TREASURER	244,090	244,090	116,579	127,511	52.2%
COMMUNITY OUTREACH AND ENGAGEMENT	1,692,761	2,081,603	963,049	1,118,554	53.7%
TOTAL POLICY AND LEADERSHIP GROUP	7,926,939	8,667,554	4,073,466	4,594,088	53.0%
ADMINISTRATIVE SERVICES					
FINANCE	5,989,716	6,814,074	3,488,579	3,325,495	48.8%
HUMAN RESOURCES	5,010,104	5,349,666	2,700,672	2,648,994	49.5%
INNOVATION AND ECONOMIC DEVELOPMENT	1,131,877	1,499,868	838,620	661,248	44.1%
TOTAL ADMINISTRATIVE SERVICES	12,131,697	13,663,608	7,027,871	6,635,737	48.6%
PUBLIC SAFETY					
POLICE	44,593,457	46,589,732	24,693,676	21,896,056	47.0%
FIRE	27,173,120	27,908,566	15,356,554	12,552,012	45.0%
TOTAL PUBLIC SAFETY	71,766,577	74,498,298	40,050,230	34,448,068	46.2%
COMMUNITY SERVICES					
COMMUNITY SERVICES ADMINISTRATION	581,849	641,849	325,194	316,655	49.3%
COMMUNITY DEVELOPMENT	10,781,168	12,348,755	6,437,533	5,911,222	47.9%
LIBRARY AND CULTURAL ARTS	13,291,868	14,027,630	6,329,673	7,697,957	54.9%
PARKS AND RECREATION	17,993,237	19,116,548	10,194,180	8,922,368	46.7%
TOTAL COMMUNITY SERVICES	42,648,122	46,134,782	23,286,580	22,848,202	49.5%
PUBLIC WORKS					
PUBLIC WORKS ADMINISTRATION	1,786,198	1,986,625	1,124,003	862,622	43.4%
CONSTRUCTION MANAGEMENT & INSPECTIONS	2,893,903	3,019,590	1,474,599	1,544,991	51.2%
ENVIRONMENTAL MANAGEMENT	808,946	1,221,456	709,171	512,285	41.9%
FACILITIES	5,862,683	7,648,492	4,443,837	3,204,655	41.9%
TRANSPORTATION	7,410,972	8,160,301	4,122,876	4,037,425	49.5%
TOTAL PUBLIC WORKS	18,762,702	22,036,464	11,874,486	10,161,978	46.1%
NON-DEPARTMENTAL & CONTINGENCY					
(d) OTHER NON-DEPARTMENTAL	1,876,000	17,402,522	2,773,525	14,628,997	84.1%
OPERATING TRANSFERS OUT	7,009,000	7,009,000	5,200,000	1,809,000	25.8%
CONTINGENCY	1,500,000	1,450,000	0	1,450,000	100.0%
TOTAL NON-DEPT & CONTINGENCY	10,385,000	25,861,522	7,973,525	17,887,997	69.2%
TOTAL GENERAL FUND	\$163,621,037	\$190,862,228	\$94,286,158	\$96,576,070	50.6%

(a) Working budget includes the adopted budget, open encumbrances from the end of the prior fiscal year, and any carry forwards.

(b) Actual expenditures on a budgetary basis include encumbrances and exclude non-budgeted items.

(c) Amount available would be 40.6% if funds were spent in the same proportion as the previous year.

(d) Other non-departmental includes technology innovation, property tax administration fees, assessment district administration, citywide litigation expenses, and other items not attributed to a specific department.

Council Contingency

The City Council has allocated \$1.5 million out of the General Fund budget for unanticipated emergencies or unforeseen program needs. As of Dec. 31, 2020, nothing has been authorized out of the council contingency account; however, \$50,000 was transferred to Community Development for an affordable housing gap analysis/study as a result of resolution 2020-081, dated May 5, 2020 that was not previously appropriated.

Donations

Carlsbad Municipal Code 2.08.100 authorizes the city to accept donations in an amount or of value of up to \$5,000. These donations shall be used in accordance with the donor's intent or added to the city's contingency account. Below is a listing of all donations, excluding minor food donations such as donuts and cookies, that have been accepted during fiscal year 2020-21:

Donations							
Department	Intention	Qtr. 1	Oct.	Nov.	Dec.	Qtr. 2	Total
Parks & Recreation	Congregate Meals/Guest Donation	\$3,145	\$1,834	\$1,038	\$1,187	\$4,059	\$7,204
Parks & Recreation	Home Meals Donation	4,478	1,290	1,542	1,761	4,593	9,071
Parks & Recreation	Leo Carrillo Ranch Contribution Revenue Fund	877	774	84	140	998	1,875
Parks & Recreation	Opportunity Grant Donations	2,646	592	250	693	1,535	4,181
Parks & Recreation	Parks Maintenance Contribution Revenue Fund	1,900	1,550	0	1,200	2,750	4,650
Parks & Recreation	Senior Center Contribution Revenue Fund	0	0	3,000	0	3,000	3,000
Subtotal - Parks & Recreation		\$13,046	\$6,040	\$5,914	\$4,981	\$16,935	\$29,981
Library & Cultural Arts	Annual Friends Direct Donation	\$88,200	\$0	\$0	\$0	\$0	\$88,200
Library & Cultural Arts	Book selections in honor of retiring L&CA Director Heather Pizzuto Dove Children's Sr. Librarian Barbara Chung & Community Relations Manager Jessica Padilla Bowen	1,000	0	0	1,000	1,000	2,000
Library & Cultural Arts	Book purchases: historical non-fiction, fiction mysteries	0	0	200	300	500	500
Library & Cultural Arts	Gallery, TGIF and Arts Education support, per Donation Instructions	38,400	0	0	0	0	38,400
Library & Cultural Arts	Genealogy-related material	0	100	0	0	100	100
Library & Cultural Arts	Library learning center's literacy program	0	0	0	1,000	1,000	1,000
Library & Cultural Arts	Support for "A Very Jazzy Holiday with Jazzy Ash"	0	0	0	6,800	6,800	6,800
Library & Cultural Arts	No preference	120	100	1,000	1,000	2,100	2,220
Subtotal - Library & Cultural Arts		\$127,720	\$200	\$1,200	\$10,100	\$11,500	\$139,220
Fire	Personal protective equipment	\$0	\$0	\$200	\$0	\$200	\$200
Fire	Food for crews	700	0	3,230	1,423	4,653	5,353
Subtotal - Fire		\$700	\$0	\$3,430	\$1,423	\$4,853	\$5,553
Total Donations		\$141,466	\$6,240	\$10,544	\$16,504	\$33,288	\$174,754

Water Enterprise

WATER OPERATIONS FUND					
DEC. 31, 2020					
	BUDGET	YTD (*)	YTD (*)	CHANGE FROM	PERCENT
	FY 2020-21	12/31/2019	12/31/2020	YTD 2019-20 TO	CHANGE
				YTD 2020-21	CHANGE
REVENUES:					
WATER DELIVERY	\$ 40,113,000	\$ 21,833,450	\$ 22,242,062	\$ 408,612	1.9%
INTEREST	550,000	314,945	220,323	(94,622)	-30.0%
MISC. SERVICE CHARGES	322,000	165,371	161,931	(3,440)	-2.1%
PROPERTY TAXES	3,827,600	1,621,621	1,795,692	174,071	10.7%
FINES, FORFEITURES & PENALTIES	303,000	160,251	2,421	(157,830)	-98.5%
OTHER REVENUES	469,000	221,632	227,873	6,241	2.8%
TOTAL OPERATING REVENUE	45,584,600	24,317,270	24,650,302	333,032	1.4%
EXPENSES:					
STAFFING	3,653,470	1,931,987	1,953,799	21,812	1.1%
INTERDEPARTMENTAL SERVICES	2,744,695	1,311,089	1,359,375	48,286	3.7%
PURCHASED WATER	25,400,000	12,209,420	12,898,462	689,042	5.6%
MWD/CWA FIXED CHARGES	6,860,000	3,137,855	3,350,332	212,477	6.8%
OUTSIDE SERVICES/MAINTENANCE	2,962,302	378,194	398,335	20,141	5.3%
DEPRECIATION/REPLACEMENT	4,200,000	1,955,000	2,100,000	145,000	7.4%
MISCELLANEOUS EXPENSES	961,476	399,064	368,840	(30,224)	-7.6%
CAPITAL OUTLAY	430,712	9,538	413,198	403,660	4232.1%
TOTAL OPERATING EXPENSES	47,212,655	21,332,148	23,186,885	1,854,737	8.7%
OPERATING INCOME/(LOSS)	\$ (1,628,055)	\$ 2,985,122	\$ 1,463,417	\$ (1,521,705)	-51.0%

(*) Adjusted to reflect timing differences for water purchases and depreciation.

Revenues



- A 1% increase in both water volume sales and water rates (beginning in January 2020) have led to higher water delivery revenues.
- Interest earnings have decreased year-over-year due to a 31.9% decrease in the yield of the Treasurer's portfolio coupled with a slight decrease in the average cash balance.
- An increase in property taxes was primarily due to timing differences. Also, there have been higher current year property taxes received at this time as well as increased collections of previous year's property taxes. Property owners were given an extension to pay their property taxes due last fiscal year because of the COVID-19 pandemic.
- The decrease in fines, forfeitures and penalties was driven by lower late fee revenue. Under the Governor's COVID-19 executive order, the Carlsbad Municipal Water District has not been shutting water off for nonpayment. Also, the Carlsbad Municipal Water District has been waiving all late fees.
- The increase in other revenues was driven by cell site lease rent increases, an adjustment to the AT&T cell site payment, and a reallocation of ground lease revenue.

Expenses



- The increase in staffing expenses was driven by planned salary increases and retirement costs, as well as vacation payout expenses; a decrease in the allocation of workers compensation partially offset the increase.
- Higher interdepartmental expenses have resulted from increased personnel, and maintenance and operations costs for shared services.
- Purchased water expenses have increased from the prior year due to a 2.5% rate increase in the variable cost of water purchased from the San Diego County Water Authority (SDCWA) compounded with a 3.4% increase in the amount of water purchased.
- A planned purchase for an industrial vacuum truck increased capital outlays as compared to prior year.

Wastewater Enterprise

WASTEWATER OPERATIONS FUND					
DEC. 31, 2020					
	BUDGET	YTD*	YTD*	CHANGE FROM	PERCENT
	FY 2020-21	12/31/2019	12/31/2020	YTD 2019-20 TO	CHANGE
				YTD 2020-21	
REVENUES:					
CHARGES FOR CURRENT SERVICES	14,039,000	7,263,763	6,962,128	(301,635)	-4.2%
INTEREST	75,000	106,939	66,211	(40,728)	-38.1%
OTHER REVENUES	203,000	92,492	216,747	124,255	134.3%
TOTAL OPERATING REVENUE	14,317,000	7,463,194	7,245,086	(218,108)	-2.9%
EXPENSES:					
STAFFING	2,462,740	1,205,287	1,154,306	(50,981)	-4.2%
INTERDEPARTMENTAL SERVICES	1,427,715	653,360	696,885	43,525	6.7%
ENCINA PLANT SERVICES	4,300,000	1,775,879	2,150,000	374,121	21.1%
OUTSIDE SERVICES/MAINTENANCE	1,429,361	185,036	229,334	44,298	23.9%
DEPRECIATION/REPLACEMENT	5,000,000	1,825,000	2,500,000	675,000	37.0%
MISCELLANEOUS EXPENSES	794,090	275,428	293,223	17,795	6.5%
CAPITAL OUTLAY	104,000	43,516	0	(43,516)	-100.0%
TOTAL OPERATING EXPENSES	15,517,906	5,963,506	7,023,748	1,060,242	17.8%
OPERATING INCOME/LOSS	(1,200,906)	1,499,688	221,338	(1,278,350)	-85.2%

(*) Adjusted to reflect timing differences for Encina quarterly invoices and depreciation.

Revenues



- Charges for current services were lower than in the prior year due primarily to lower commercial customer water usage related to COVID-19 restrictions. Commercial/industrial wastewater rates in Carlsbad are based on water usage. The decrease was partially offset by a 3% rate increase that began in Jan. 2020, and an increase in development throughout the city.
- Interest earnings decreased due to the combination of a 31.9% decrease in the yield of the Treasurer's portfolio and an 16.6% decrease in the average cash balance.
- The increase in other revenues is primarily due to a one-time reimbursement from the City of Oceanside for wastewater bypass services rendered during a storm event.

Expenses



- The decrease in staffing expenses was due primarily to an additional biweekly pay period in Dec. 2019.
- Encina plant services to date are a combination of actual expenses and an estimate of the annual Encina expense prorated monthly.
- The increase in outside services was due to sewer rehabilitation costs for three sewer mains in need of service.
- The increase in miscellaneous expenses was primarily due to chemicals and higher parts costs for pump repairs. The increase was partially offset by decreases in conference travel, printing/postage expenses resulting from the switch to a web-based electronic invoice payment system and lower heat and light utility expenses as compared to prior year.
- The decrease in capital outlay expenses was due to a nonrecurring vehicle purchases in the prior fiscal year.

Economic Scan

OFFICE OF INNOVATION + ECONOMIC DEVELOPMENT



Second Quarter, Fiscal Year 2020-2021

January 20, 2021

The following scan provides an overview of key economic indicators for the October, November, and December 2020 for the City of Carlsbad. This economic scan is updated quarterly to provide information that is relevant to the health of Carlsbad’s economy. For dynamically updated information regarding the Carlsbad economy and economic development visit carlsbadca.gov/doingbusiness.

GENERAL

Carlsbad GRP (Source: EMSI, 2019)

\$15.3B

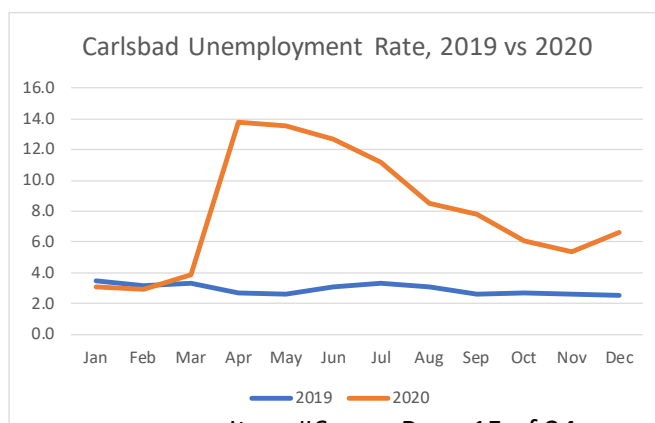
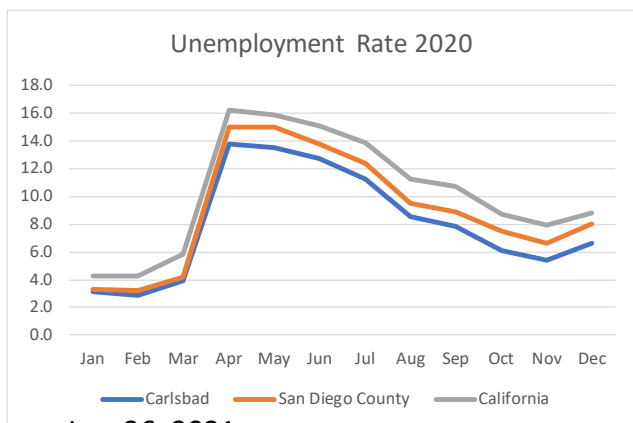


As of 2019 - the latest year available - Carlsbad had the second largest gross regional product in San Diego County at **\$15.3B**, only trailing the City of San Diego. This represents an **\$800M** increase over the prior year. Key industries driving this output are professional, scientific and technical services, computer and electronic product manufacturing and other manufacturing. These industries are generally more resilient in recessions. Another major industry, accommodation and food services, has been severely impacted by the COVID-19 pandemic.

JOBS

Unemployment Rate (Source: California Employment Development Department, December Report)

Prior to the pandemic, Carlsbad boasted a low unemployment rate of 2.9%. At the height of the pandemic, unemployment spiked to 13.8%. Over the past two quarters, unemployment improved to a low of 5.4% in November, before rising to 6.6% in December. This rise is likely due to surging COVID-19 case rates and the corresponding Regional Stay at Home Order going into effect in early December. In San Diego County, tourism jobs were hardest hit, losing a total 9,600 jobs in December.



Jan. 26, 2021

Job Postings *(Source: EMSI, October - December 2020)*

There were 9,542 unique job postings in Carlsbad between October and December, an increase of 703 postings from the previous quarter. This indicates a continued upswing in hiring. The median posting duration was 28 days, consistent with the regional average. The median advertised salary for these postings was \$47,000. As seen in the previous quarter, the top industries hiring were manufacturing, administrative services, and professional, scientific and technical services.

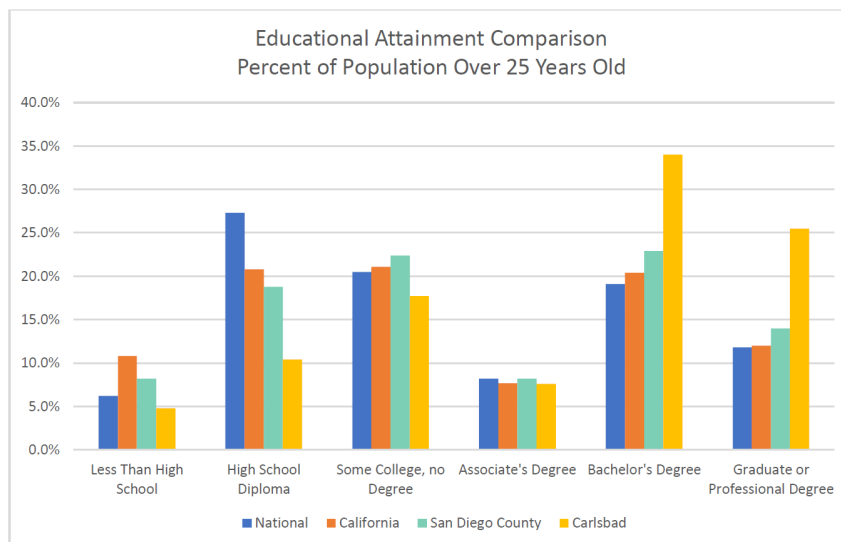


9,542

TALENT + WORKFORCE

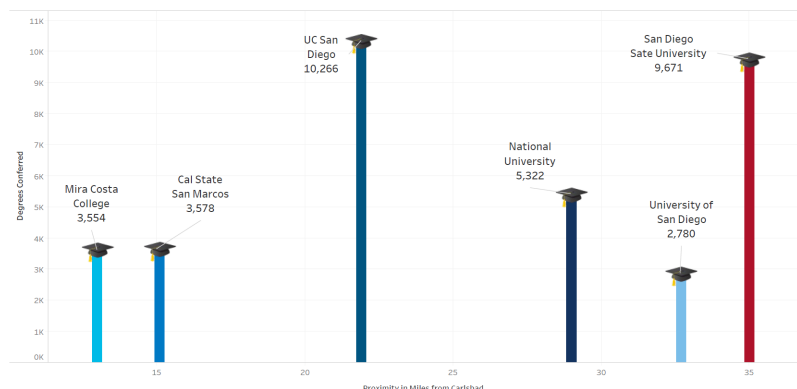
Education *(Source: U.S. Bureau of Labor Statistics)*

Carlsbad has a concentration of highly educated residents and is near premier academic institutions and technical colleges. The city has twice the national, and state averages for residents with post graduate degrees and nearly 1.75 times the national average for residents with bachelor's degrees.



Talent Pipeline

Nearby public and private universities offer top-notch programs. Within a 30 mile radius, more than a half dozen universities and colleges confer more than 35,000 degrees annually. The Carlsbad business community works closely with higher education partners to align various education tracks with local workforce needs.



CAPITAL

Interest Rates *(Source: U.S. Department of the Treasury)*

National interest rates remain dramatically lower than one year ago, with one-year and 10-year rates below 1%. This means that access to capital is less expensive for borrowers. However, due to several local, state, and federal grant programs meant to provide direct relief from the impacts of COVID-19, traditional debt-financing has been less appealing for businesses.

December 2019

One-year interest rate	1.59%
10-year interest rate	1.92%
30-year interest rate	2.39%

December 2020

One-year interest rate	0.12%
10-year interest rate	0.92%
30-year interest rate	1.66%

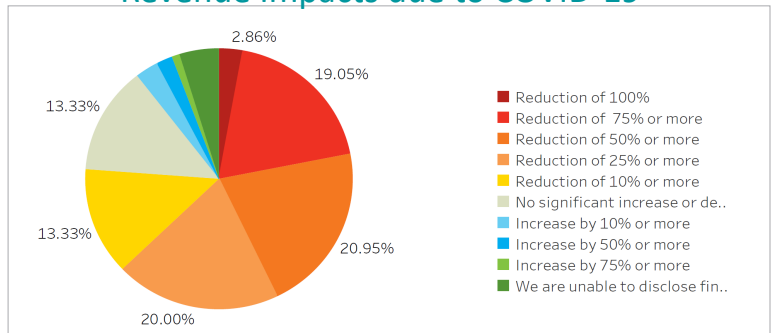
Carlsbad Business COVID-19 Capital Needs *(Source: November 2020 Survey of Carlsbad Businesses)*

According to a November survey of Carlsbad businesses, by the Office of Innovation and Economic Development, access to capital continues to be a serious concern. Seventy-six percent of respondents indicated a decrease in revenue related to COVID-19. Sixty-three percent of respondents indicated a decrease in revenue of more than 25%.

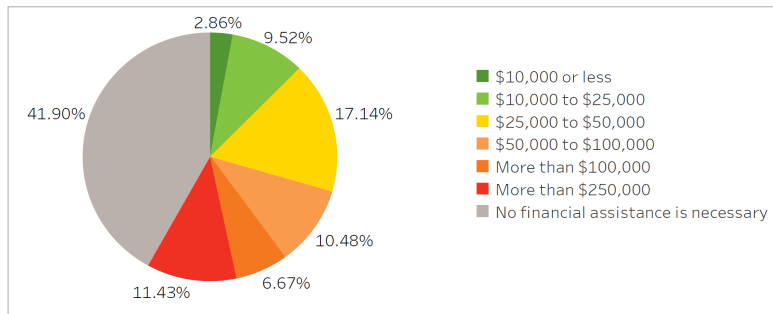
When asked what financial relief would be necessary through the end of the year, 46% of businesses estimated they would need more than \$25,000 in additional financial relief over the next six months.

In late December, federal assistance programs, including the Paycheck Protection Program (PPP) and Economic Injury Disaster Loan (EIDL) were reauthorized with \$284 billion and \$20 billion respectively coming online and creating two significant pots of relief funding. According to a July 7, 2020 Coast News analysis, Carlsbad businesses received the largest number of PPP loans of any city in North County during the first round of funding. Also in December, the State of California opened the California Relief Grant program, a \$500 million program that provides grants between \$5,000 and \$25,000 to businesses. The County of San Diego also allocated \$20 million in additional funding for the County Stimulus Grant program. In the first round of funding, 199 Carlsbad businesses received a total of \$1.1 million dollars through this program.

Revenue Impacts due to COVID-19

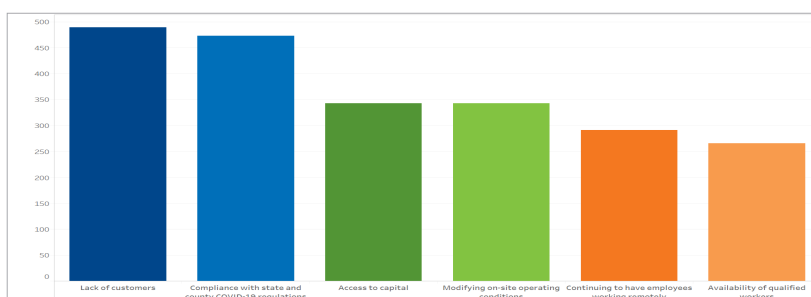


Financial Relief Needed over the Next Six Months



Of the top three identified challenges for businesses, two are related to lack of revenue: lack of customers and access to capital.

Top Challenges Impacting Businesses *(visualized by weighted score – out of a possible 630)*



INCOME + HOUSING

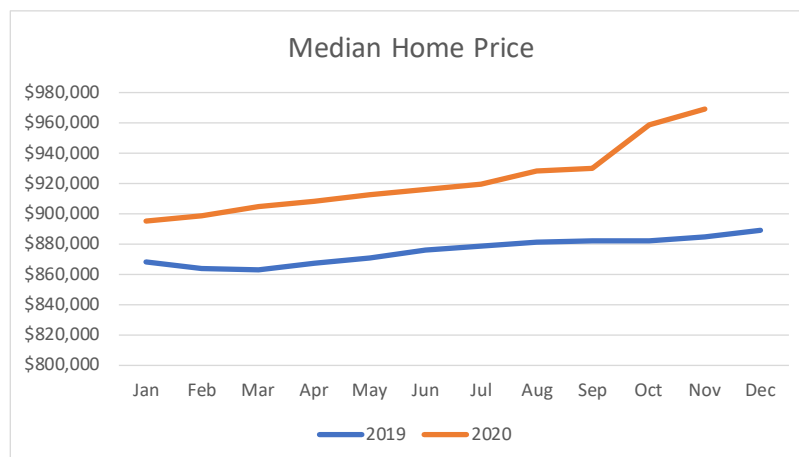
Median Household Income *(Source: 2018 ACS 5-Year Estimates, the latest year available)*

Median household income in Carlsbad continues to exceed county income levels. The median income for a household in Carlsbad was \$32,317 higher than the regional median income in 2018, the latest year available.

	2016	2017	2018
City of Carlsbad Median household income (dollars)	\$113,217	\$102,722	\$107,172
County of San Diego Median household income (dollars)	\$70,824	\$70,588	\$74,855
City of Carlsbad Per capita income (dollars)	\$49,349	\$52,560	\$55,518
County of San Diego Per capita income (dollars)	\$32,482	\$34,350	\$36,156

Median Home Price *(Source: Zillow Home Value Index)*

Continuing the trend from the last quarter, home values in Carlsbad, along with the San Diego region continue to rise, with median home prices now at nearly \$970,000, a gain of \$40,000 since last quarter. This value is seasonally adjusted and only includes the middle price tier of homes. Carlsbad home values have risen more than 9.5% over the past year and Zillow predicts they will rise 4.6% next year. The continued rise in home values can be attributed to constrained supply and a strong demand in the region.



TOURISM

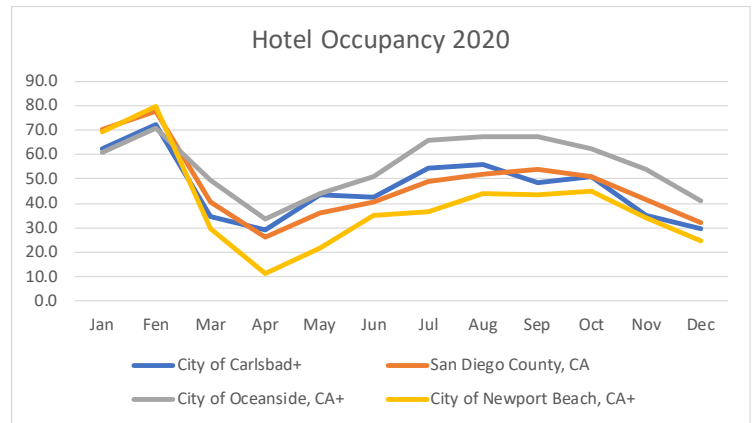
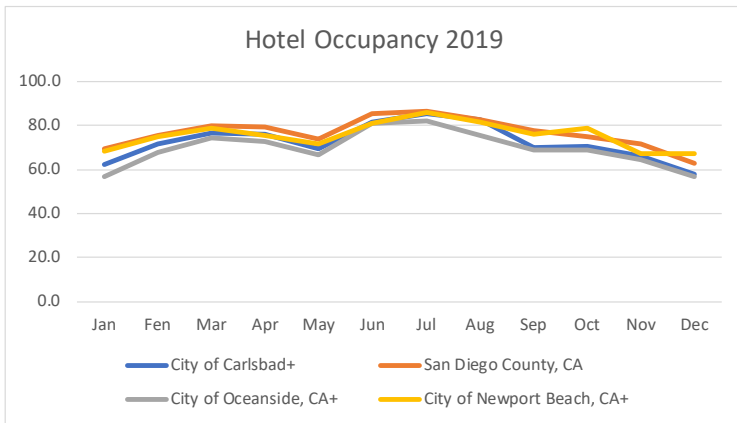
42



With 41 hotels in the Carlsbad, tourism is a major industry in terms of employment and economic impact. Below are several indicators reflecting the health of the city's tourism economy.

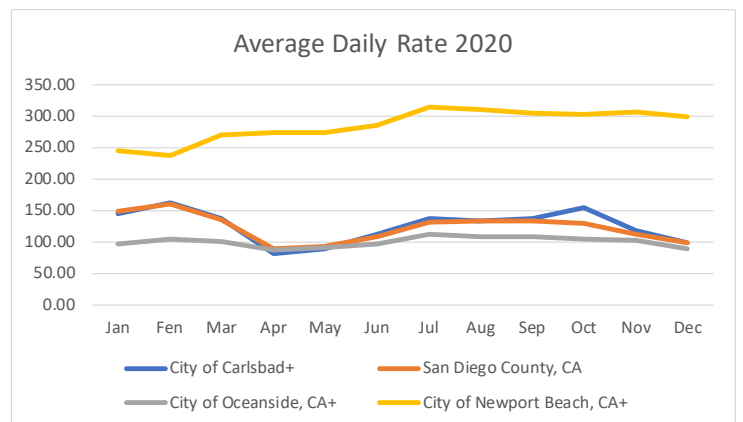
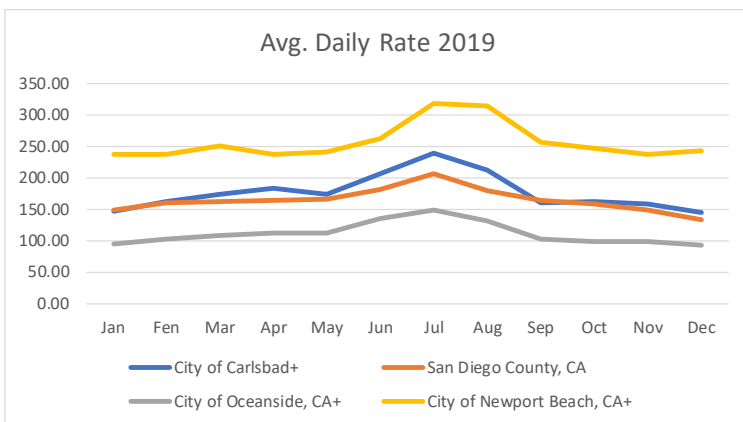
Hotel Occupancy *(Source: Smith Travel Reports, December 2020)*

Tourism saw a boost over the summer and fall when the region was in the state's "Red Tier", showing signs of a slow recovery. However, Carlsbad along with the Southern California tourism industry as a whole, took a downward turn in the fall and winter. The state's Regional Stay at Home Order, which went into effect in early December, has had a significant impact on hotels and tourist-serving industries. Since then, hotels have been unable to accept any guests that are on non-essential travel. Hotels are also unable to host any group events, which has been a large part of Carlsbad's hotel business in non-peak months. According to Visit Carlsbad, resort hotels have been particularly hard hit. Hotel Occupancy for Carlsbad Hotels in December was down 49% compared to December of last year.



Hotel Average Daily Rate *(Source: Smith Travel Reports, December 2020)*

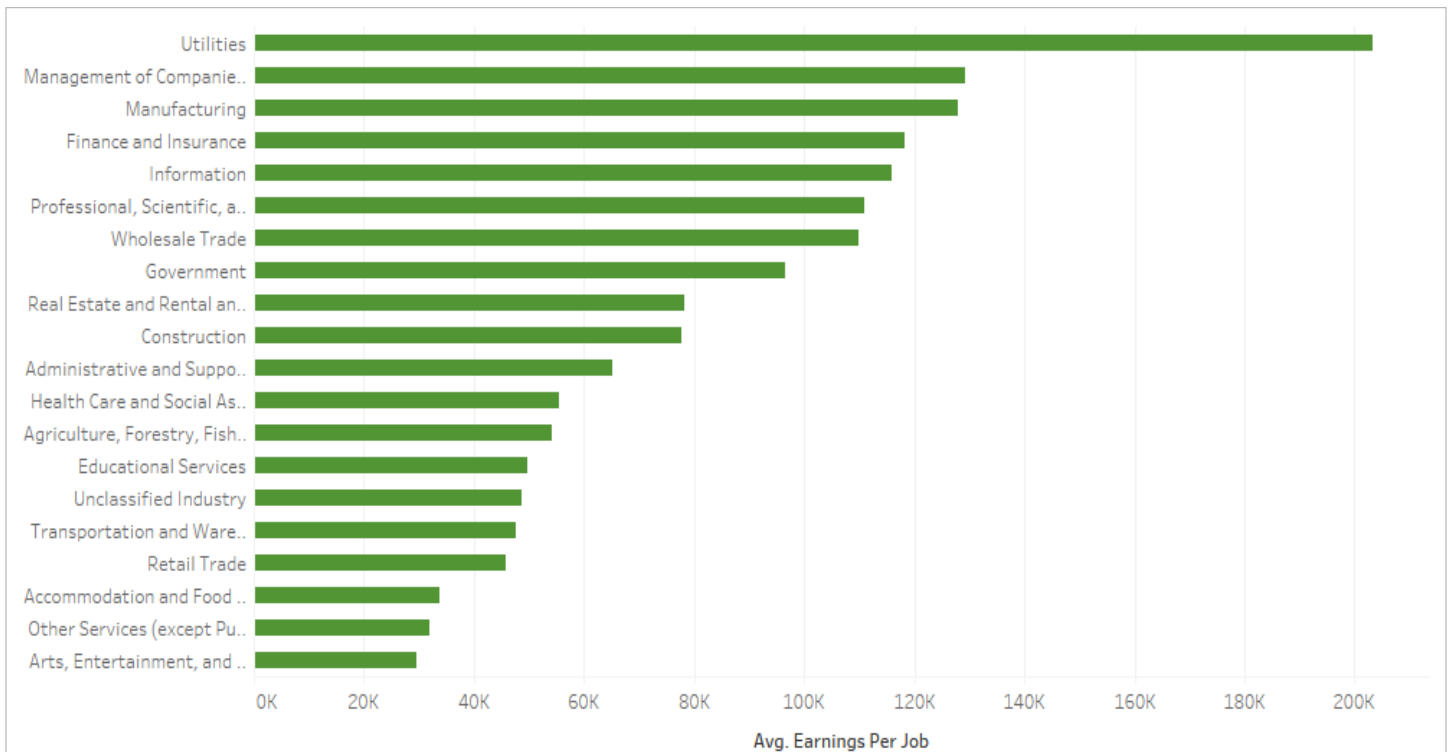
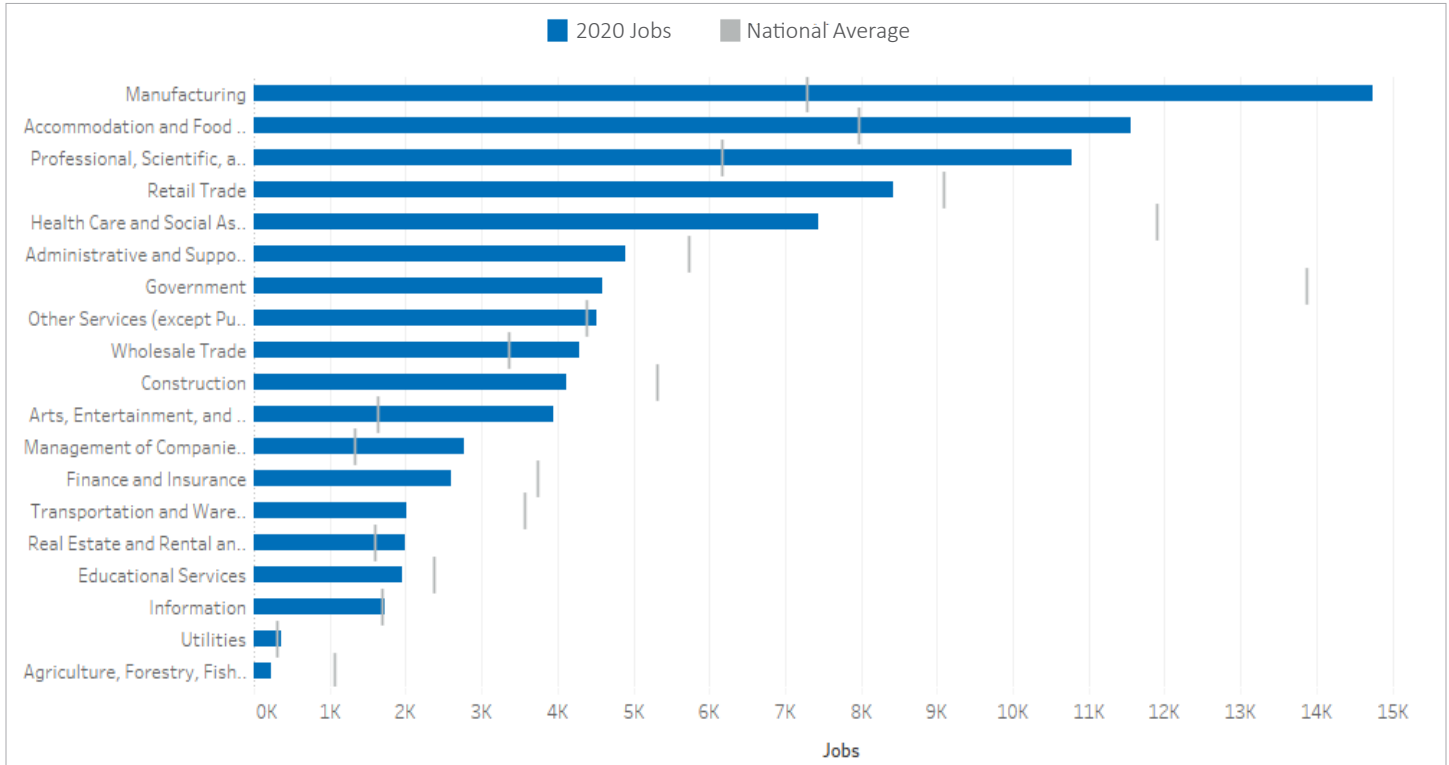
Carlsbad's average daily rate continues to lag compared to the previous year. In December, which is off-peak season, nightly rates were \$48 lower than the same time, one year ago.



INDUSTRIES

Largest Industries *(Source: EMSI)*

Carlsbad's economy significantly exceeds the national average in manufacturing, accommodation and food services, and professional, scientific and technical services jobs. These sectors also represent significant job growth in the economy. Transportation and warehousing, healthcare and social assistance, and construction have also seen strong job growth.



INDUSTRY CLUSTERS

Life Sciences *(Source: 2019 Biennial Business Report and 2020 Carlsbad Industry Cluster Update)*

Life Sciences includes the research, design, and production of medical devices. It also covers biotechnology & pharmaceuticals which includes research and development related to biological technologies as well as the manufacturing of medicinal and diagnostic substances. As of 2019, Carlsbad's life sciences industry consisted of nearly 128 companies employing more than 6,531 people. Companies like GenMark Diagnostics, COPAN, Thermo Fischer Scientific, IntelliGuard, and Active Motif have been on the front lines addressing COVID-19. The high concentration of life sciences companies in Carlsbad represents a strength in the economy that has been resilient and thriving through the pandemic.

Technology *(Source: 2019 Biennial Business Report and 2020 Carlsbad Industry Cluster Update)*

The technology cluster includes communications, computer and electronics, and software industries. Common areas of business are cybersecurity, software and video game design, satellite communication, electronic device development, radio and wireless communication, and robotics. As of 2019 Carlsbad's tech industry consisted of nearly 302 companies employing more than 9,157 people. Companies like Viasat, Walmart Global Tech, Rockstar Games and Airspace Technologies are benefiting from a highly educated and connected workforce to build products and services that change the way we live as well as keeping us increasingly connected during a time of social distancing and remote work.

Clean Technology *(Source: 2019 Biennial Business Report and 2020 Carlsbad Industry Cluster Update)*

This cluster includes firms that are engaged in advanced technologies including renewable energy, energy efficiency, and energy storage. As of 2019, the clean tech industry consisted of nearly 32 companies employing more than 1,129 people. This cluster in Carlsbad is 70% more concentrated than the national average. Companies like Calsense, OPTEC and Poseidon Water are leading the way on new technologies that improve sustainability and promote environmental stewardship.

Sports Innovation & Design *(Source: 2019 Biennial Business Report and 2020 Carlsbad Industry Cluster Update)*

This cluster includes firms that are engaged in the design and production of recreational equipment, from golf clubs to surfboards, as well as the apparel and accessories as part of the growing athletic apparel and "athleisure" industry. As of 2019 Carlsbad's sports innovation & design industry consisted of nearly 77 companies employing more than 2,381 people. Companies like TaylorMade Golf, Callaway Golf and Canyon Bicycles are blending tech and creativity with cutting edge sports science to create some of the world's most advanced athletic equipment and apparel.

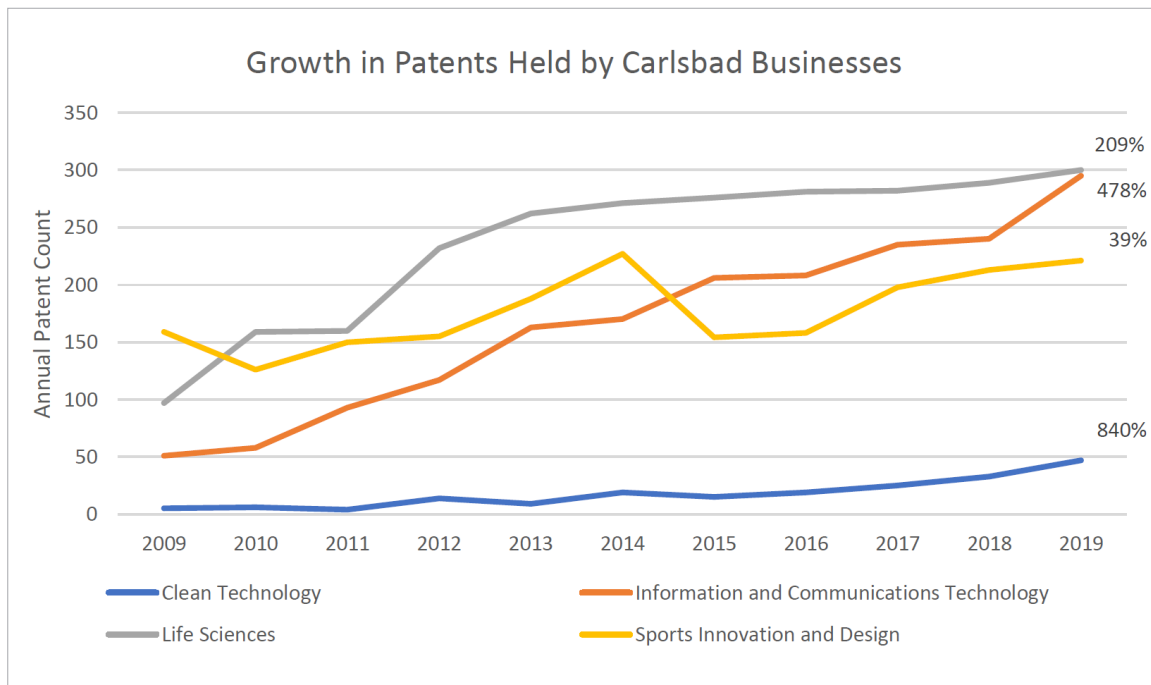
Small Businesses *(Source: 2019 Biennial Business Report and 2020 Carlsbad Industry Cluster Update)*

Small businesses are the backbone of Carlsbad's economy. From craft food to specialty retail to well-known franchises and everything in between, business owners will find a home in a community that values and invests the city's economic success. And while Carlsbad hosts impressive internationally known names, more than 93% of Carlsbad establishments are small businesses. With a diverse consumer base and plenty of business partners awaiting, Carlsbad has the right dynamic for growth opportunities. All of the considered combined with a business support ecosystem, Carlsbad is the perfect home for any venture.

INNOVATION

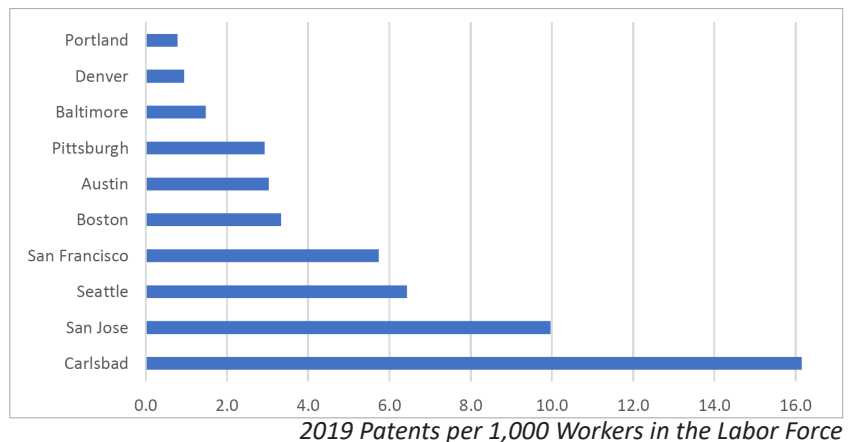
Patents *(Source: 2020 Carlsbad Industry Cluster Patent Update)*

The key industry clusters mentioned above drive innovation activity in Carlsbad. The figure below shows that while the life sciences cluster has been a long-term driver of the city’s innovation economy, information & communications technology patents have seen dramatic growth over the past ten years and was responsible for virtually the same number of new patents as life sciences in 2019. It is also worth noting that clean technology, which is the industry cluster with the lowest number of patents, has grown by more than 800% since 2009. All told, these four industry clusters accounted for 96% of all patents awarded to Carlsbad firms in 2019.



Patents per Capita

Carlsbad has a notably higher proportion of patents per 1,000 workers—over 60% more than the next-closest competitor city. This figure shows that Carlsbad has a greater concentration of patent activity than even the technology hubs of San Jose, Seattle, San Francisco, and Boston. In 2019, Carlsbad had 1.6 patents for every 1 patent per 1,000 workers in San Jose. That ratio was 2.5 and 2.8 for Seattle and San Francisco.

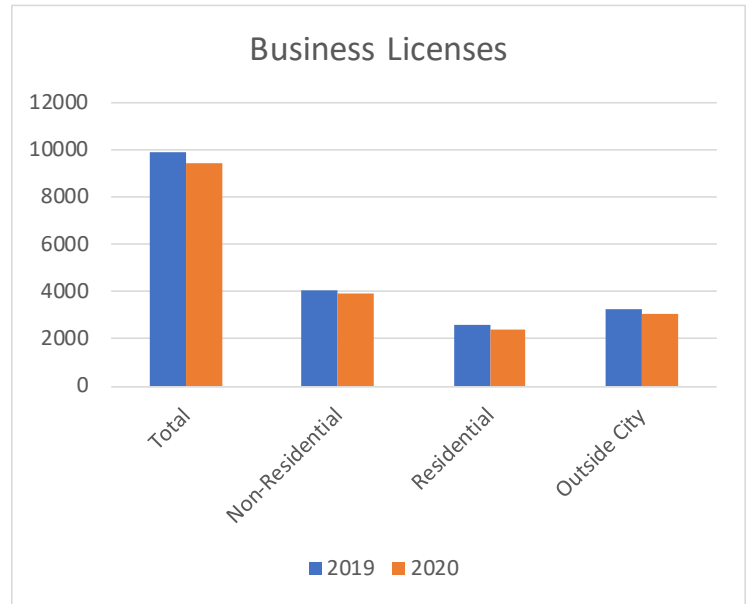


BUSINESS ACTIVITY

Business Licenses *(Source: City of Carlsbad)*

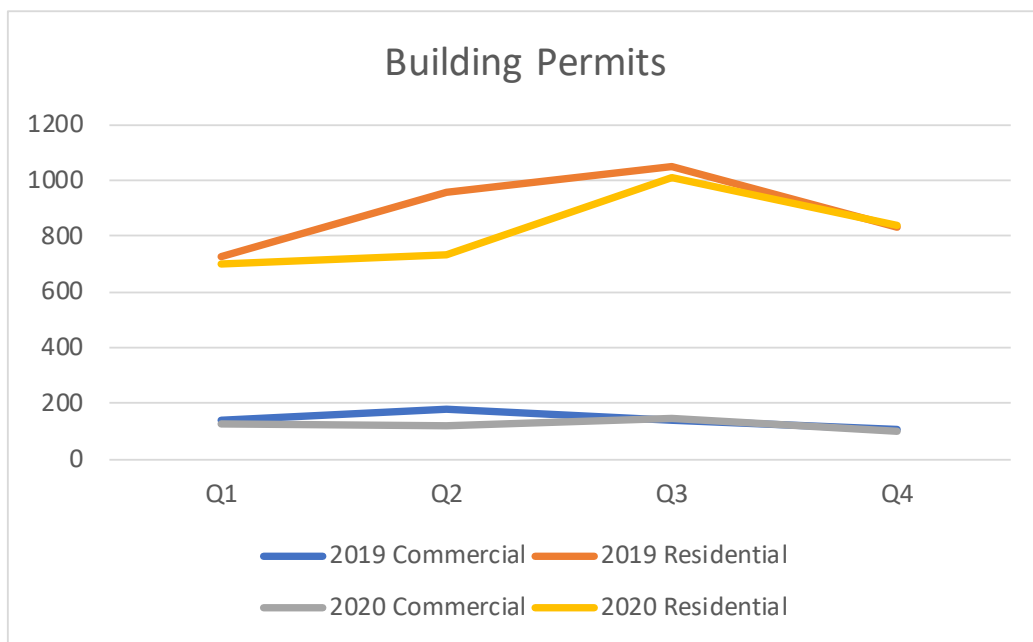
Compared to 2019, the number of Carlsbad business licenses activity decreased slightly in all categories: non-residential businesses (-150), residential businesses (-171) and businesses outside the city (-189). In total, the overall number of business licenses declined by 510 to a total of 9,409.

The number of licenses issued does not reflect the number of businesses in Carlsbad as a business may carry multiple licenses, short-term vacation rentals are required to get a license, and businesses outside of Carlsbad that do business in the city or with the city are required to get a license. It is estimated that there are approximately 6,327 businesses in Carlsbad.



Permits *(Source: City of Carlsbad)*

Between October and December, permit activity mirrored 2019 levels almost exactly, with a marginal uptick in residential permits (increase of six) and marginal decrease in commercial permits (decrease of 10) compared to the same quarter. With the substantial drop in permit activity in the spring, the total permit activity for 2020 was down 282 for residential and down 80 for commercial in Carlsbad.



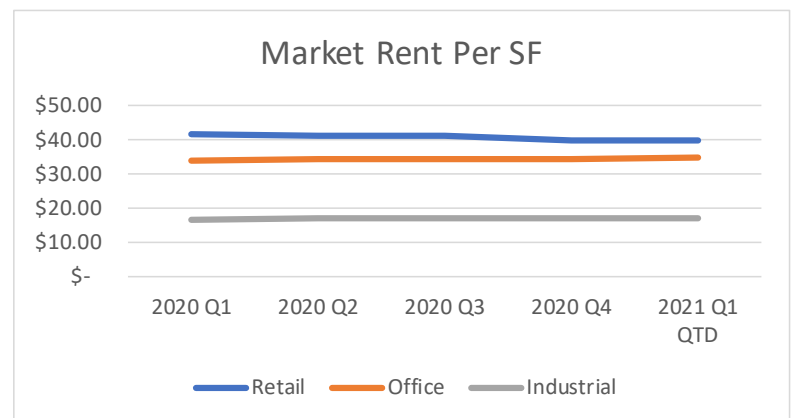
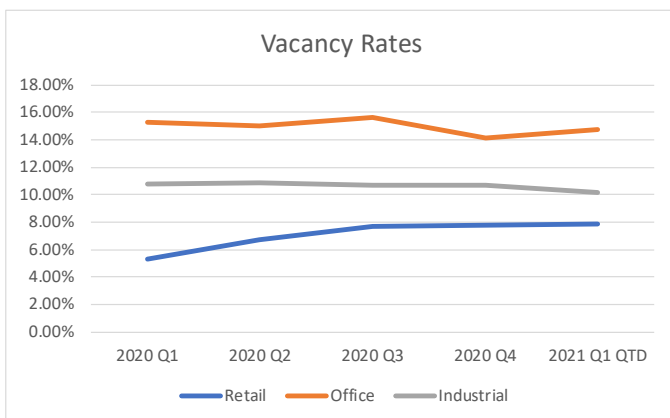
Market Vacancy Rates and Rent per Square Foot *(Source: CoStar, January 2020)*

10.2%



Commercial vacancy rates have remained relatively stable through the pandemic. Industrial vacancy has dropped to 10.2% over the past year. Retail vacancies did climb significantly, moving from 5% to 8% in the first half of the year before leveling off.

Current COVID-19 relief programs, such as commercial eviction moratoriums and financial relief programs are theorized to be impacting overall vacancy rates. Market rent per square foot has also been relatively steady in office and industrial properties. Retail rents have dipped 3.5% over the past year, the lowest it has been in the past five years.



Carlsbad is a preferred destination for expanding life sciences and tech firms. A well-educated workforce, strong university and college partners, and a variety of housing options within a short commute combined with relatively lower cost rents compared to the Torrey Pines Mesa, keep Carlsbad at the forefront of companies' interest.

While COVID-19 has created a great deal of economic uncertainty, some life sciences companies stepping up to address the crisis are expanding, keeping vacancy rates from rising. In fact, commercial vacancy rates in Carlsbad have fallen roughly 1.8% year over year.

Since the emergency declaration in March 2020, several biotech firms have expanded operations in Carlsbad. MilliporeSigma has leased space at the "Create" building at Carlsbad Oaks North, its second facility in Carlsbad. Copan Diagnostics also signed a lease at Carlsbad Crossroads, further expanding from its Murrieta headquarters. GenMark Diagnostics leased a space at NorthPointe Tech Center. Quidel is finalizing plans to lease a facility in Carlsbad where they plan to produce more than 1 billion COVID-19 tests per year. Thermo Fisher also announced an expansion within their existing facilities. Along with these larger names, a number of smaller life science companies have also begun to expand their operations in Carlsbad.

The quarterly economic scan is developed by the City of Carlsbad Office of Innovation and Economic Development. For more information, visit carlsbadca.gov/doingbusiness, or email contact the team at business@carlsbadca.gov.



CITY COUNCIL
Staff Report

Meeting Date: January 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Drew Cook, Senior Management Analyst
 drew.cook@carlsbadca.gov, 442-303-3658
 Judy von Kalinowski, Human Resources Director
 judy.vonkalinowski@carlsbadca.gov, 760-473-4670

Subject: Approval of Revisions to the City of Carlsbad Part-Time Salary Schedule and Management Salary Schedule, and Authorization of Pay Increases for Part-Time Employees and Management Employees

District: All

Recommended Action

Adopt a resolution approving revisions to the City of Carlsbad Part-Time Salary Schedule and Management Salary Schedule effective Jan. 26, 2021, and authorizing pay increases for part-time employees and management employees effective Feb. 1, 2021.

Executive Summary / Discussion

In accordance with the City Council's desire to maintain competitive levels of compensation and benefits, and to maintain compliance with state minimum wage laws, staff recommends updating the Part-Time Salary Schedule and Management Salary Schedule. Staff have reviewed changes to recent memorandums of understanding between the City of Carlsbad and represented employee groups as well as market survey data and state labor laws and have determined that changes to the Part-Time Salary Schedule and Management Salary Schedule are necessary to keep part-time and management employees competitively compensated.

Under Carlsbad Municipal Code Section 2.44.020, the City Council's approval is required to make changes to such documents. Additionally, California Labor Code Section 515 requires employees who are exempt from overtime pay to be paid at least twice the minimum wage.

Staff recommends making the following revision:

Compensation adjustments:

Effective Feb. 1, 2021, all management and part-time employee salaries will be increased by 2%. As a result, all management and part-time salary ranges will be adjusted to reflect this increase. An employee's salary may not exceed the maximum of the pay range for the employee's classification.

Section 2.44.020 of the Carlsbad Municipal Code states that all revisions to compensation plans will become effective upon approval of the City Council.

Staff will continue to monitor the market and recommend adjusting salary range maximums as necessary to remain competitive in the market.

Fiscal Analysis

No additional appropriations are requested to fund the proposed adjustments. The fiscal year 2020-21 adopted budget included salary increases of 3% beginning in July 2020 for part-time employees and increases of 3% for management beginning in Jan. 2021. Adjusting the compensation in Feb.1, 2021 will result in additional cost for the remainder of fiscal year 2020-21 of is \$71,500 for part-time employees and \$244,000 for management employees, including salary and salary-related benefits.

Next Steps

Staff will revise the Part-Time Salary Schedule and Management Salary Schedule and implement approved salary increases.

Environmental Evaluation (CEQA)

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

Public Notification and Outreach

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

Exhibits

1. City Council Resolution
2. Revisions to the City of Carlsbad Part-Time Salary Schedule
3. Revisions to the City of Carlsbad Management Salary Schedule

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING REVISIONS TO THE CITY OF CARLSBAD PART-TIME SALARY SCHEDULE AND MANAGEMENT SALARY SCHEDULE, AND AUTHORIZING PAY INCREASES FOR PART-TIME EMPLOYEES AND MANAGEMENT EMPLOYEES

WHEREAS, the City Council of the City of Carlsbad has determined the need to revise the Part-Time and Management Salary Schedules; and

WHEREAS, the City Council of the City of Carlsbad desires to authorize 2% pay increases for part-time and management employees effective Feb. 1, 2021.

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

1. The above recitations are true and correct.
2. The Part-Time Salary Schedule in Attachment A is adopted.
3. The Management Salary Schedule in Attachment B is adopted.
4. The Human Resources Director is authorized to increase the pay of all part-time and management employees by 2% effective Feb. 1, 2021.

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

AYES:
NAYS:
ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)



City of Carlsbad Part-Time Salary Ranges
Effective January 26, 2021

<u>Classification Categories</u>	<u>Minimum</u>	<u>Maximum</u>
<u>Office</u>		
Office Aide	\$ 14.00	\$16.29
Office Assistant	\$ 14.00	\$21.54
Accounting Assistant	\$ 16.58	\$23.11
Graphic Artist	\$ 20.15	\$26.27
<u>Technical/Paraprofessional</u>		
Technical Aide	\$ 14.00	\$14.97
Technical Assistant	\$ 15.81	\$23.11
<u>Service</u>		
Custodian Aide	\$ 14.00	\$14.71
Grounds Aide	\$ 14.00	\$14.71
Maintenance Assistant	\$ 14.00	\$19.44
Senior Maintenance Assistant	\$ 18.62	\$23.64
<u>Administrative</u>		
Administrative Aide/Intern	\$ 14.00	\$17.86
Administrative Assistant	\$ 14.00	\$28.37
Legal Intern	\$ 15.30	\$26.27
<u>Library</u>		
Library Page	\$ 14.00	\$14.28
Library Clerk	\$ 14.54	\$19.43
Library Technician	\$ 16.83	\$22.85
Reference Librarian	\$ 22.95	\$30.73
Arts Aide	\$ 14.00	\$18.65
Arts Instructor	\$ 22.95	\$32.83
<u>Recreation</u>		
Recreation Aide	\$ 14.00	\$14.28
Recreation Leader	\$ 14.00	\$16.81
Senior Recreation Leader	\$ 14.00	\$19.44
Recreation Program/Services Coordinator	\$ 17.09	\$22.06
Lifeguard	\$ 14.00	\$16.29

Aquatics Instructor	\$ 14.00	\$17.34
Senior Aquatics Instructor/Lifeguard	\$ 16.07	\$19.96
Aquatics Program Instructor	\$ 19.13	\$27.32
Preschool Instructor	\$ 14.79	\$20.75
Bus Driver	\$ 14.00	\$14.28
Kitchen Aide	\$ 14.00	\$14.28
Kitchen Assistant	\$ 14.00	\$14.28
Concessions Aide	\$ 14.00	\$14.28
Concessions Leader	\$ 14.00	\$18.39

Safety

Open Water Lifeguard I	\$ 14.00	\$18.39
Open Water Lifeguard II	\$ 18.87	\$23.64
Retired Annuitant Police Officer	Equal to top step pay rate of Police Officer classification as reflected on current Carlsbad Police Officers' Association salary schedule	
Hourly Professional	Hourly rate determined by Human Resources	

Management Salary Schedule (Base Pay)

2/1/2021

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Assistant City Manager	8B	\$ 161,082	\$ 197,364	\$ 233,644
Fire Chief	8B			
Police Chief	8B			
Assistant Fire Chief	8A	\$ 151,822	\$ 186,016	\$ 220,212
Assistant Police Chief	8A			
Deputy City Manager	8A			
Senior Assistant City Attorney	8A			
Assistant City Attorney	7B	\$ 137,970	\$ 169,081	\$ 200,192
Chief Innovation Officer	7B			
Community Development Director	7B			
Finance Director	7B			
Parks and Recreation Director	7B			
Utilities Director	7B			
Communication & Engagement Director	7A	\$ 127,257	\$ 154,581	\$ 181,905
Fire Division Chief	7A			
Human Resources Director	7A			
Information Technology Director	7A			
Library and Cultural Arts Director	7A			
Transportation Director	7A			
Utilities Manager	7A			
Asst. Director of Emergency Services	6	\$ 108,429	\$ 132,776	\$ 157,124
Assistant Finance Director	6			
Assistant to the City Manager	6			
Building & Code Enforcement Manager	6			
Business Intelligence & Analytics Manager	6			
City Traffic Engineer	6			
City Planner	6			
Deputy City Attorney	6			
Deputy Library Director	6			
Economic Development Manager	6			
Environmental Manager	6			
Engineering Manager	6			
Fire Battalion Chief	6			
Fire Marshal	6			
Geographic Info. Systems Manager	6			
Information Technology Manager	6			
Intergovernmental Affairs Director	6			
Municipal Property Manager	6			
Parks Services Manager	6			
Project Portfolio Manager	6			
Public Works Manager	6			

Recreation Services Manager	6			
Transportation Planning and Mobility Manager	6			
City Clerk Services Manager	5	\$ 99,447	\$ 118,222	\$ 136,996
Development Services Manager	5			
Emergency Medical Services (EMS) Manager	5			
Facilities Manager	5			
Finance Manager	5			
Finance Payroll Information Technology Mgr	5			
Human Resources Manager	5			
Information Technology Project Manager	5			
Information Technology Security Manager	5			
Municipal Projects Manager	5			
Police Communications Manager	5			
Principal Planner	5			
Public Safety Info. Technology Manager	5			
Parks Superintendent	5			
Public Works Superintendent	5			
Real Estate Manager	5			
Risk Manager	5			
Senior Engineer	5			
Utilities Asset Manager	5			
Utilities Supervisor	5			
Cultural Arts Manager	4	\$ 84,947	\$ 100,854	\$ 116,761
Park Planning Manager	4			
Public Information Officer	4			
SCADA Supervisor	4			
Senior Accountant	4			
Senior Program Manager	4			
Senior Management Analyst	4			
Special Projects Manager	4			
Video Production Manager	4			
Community Relations Manager	3	\$ 69,798	\$ 82,782	\$ 95,768
Executive Assistant	3			
Management Analyst	3			
Meter Services Supervisor	3			
Parks/Trees Supervisor	3			
Principal Librarian	3			
Program Manager	3			
Public Works Supervisor	3			
Recreation Area Manager	3			
Senior Crime Intelligence Analyst	3			
Utilities Maintenance Planner	3			
Aquatic Supervisor	2	\$ 59,949	\$ 71,204	\$ 82,458
Associate Analyst	2			

Crime Intelligence Analyst	2			
Programs and Venues Coordinator	2			
Communications Coordinator	1	\$ 58,240	\$ 64,711	\$ 74,883
Community Arts Coordinator	1			
Community Volunteer Coordinator	1			
Graphic Production Supervisor	1			
Management Assistant	1			



City of Carlsbad Part-Time Salary Ranges
Effective February 1, 2021

<u>Classification Categories</u>	<u>Minimum</u>	<u>Maximum</u>
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Administrative Aide/Intern	\$ 14.00	\$17.86
Administrative Assistant	\$ 14.00	\$28.37
Legal Intern	\$15.30	\$26.27
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Reference Librarian	\$22.95	\$30.73
Arts Aide	\$ 14.00	\$18.65
Arts Instructor	\$22.95	\$32.83
<u>Recreation</u>		
Recreation Aide	\$ 14.00	\$14.28
Recreation Leader	\$ 14.00	\$16.81
Senior Recreation Leader	\$ 14.00	\$19.44
Recreation Program/Services Coordinator	\$17.09	\$22.06
Lifeguard	\$ 14.00	\$16.29

Aquatics Instructor	\$ 14.00	\$17.34
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Aquatics Program Instructor	\$19.13	\$27.32
Preschool Instructor	\$14.79	\$20.75
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Kitchen Aide	\$ 14.00	\$14.28
Kitchen Assistant	\$ 14.00	\$14.28
Concessions Aide	\$ 14.00	\$14.28
Concessions Leader	\$ 14.00	\$18.39

Safety

Open Water Lifeguard I	\$ 14.00	\$ 18.39
Open Water Lifeguard II	\$ 18.87	\$ 23.64
Retired Annuitant Police Officer	Equal to top step pay rate of Police Officer classification as reflected on current Carlsbad Police Officers' Association salary schedule	
Hourly Professional	Hourly rate determined by Human Resources	

Management Salary Schedule (Base Pay)

2/1/2021

JOB TITLE	GRADE	MINIMUM	MIDPOINT	MAXIMUM
Assistant City Manager	8B	\$ 161,082	\$ 197,364	\$ 233,644
Fire Chief	8B	\$ 157,924	\$ 193,494	\$ 229,063
Police Chief	8B			
Assistant Fire Chief	8A	\$ 151,822	\$ 186,016	\$ 220,212
Assistant Police Chief	8A	\$ 148,845	\$ 182,369	\$ 215,894
Deputy City Manager	8A			
Senior Assistant City Attorney	8A			
Assistant City Attorney	7B	\$ 137,970	\$ 169,081	\$ 200,192
Chief Innovation Officer	7B	\$ 135,265	\$ 165,766	\$ 196,267
Community Development Director	7B			
Finance Director	7B			
Parks and Recreation Director	7B			
Utilities Director	7B			
Communication & Engagement Director	7A	\$ 127,257	\$ 154,581	\$ 181,905
Fire Division Chief	7A	\$ 124,762	\$ 151,550	\$ 178,338
Human Resources Director	7A			
Information Technology Director	7A			
Library and Cultural Arts Director	7A			
Transportation Director	7A			
Utilities Manager	7A			
Asst. Director of Emergency Services	6	\$ 108,429	\$ 132,776	\$ 157,124
Assistant Finance Director	6	\$ 106,303	\$ 130,173	\$ 154,043
Assistant to the City Manager	6			
Building & Code Enforcement Manager	6			
Business Intelligence & Analytics Manager	6			
City Traffic Engineer	6			
City Planner	6			
Deputy City Attorney	6			
Deputy Library Director	6			
Economic Development Manager	6			
Environmental Manager	6			
Engineering Manager	6			
Fire Battalion Chief	6			
Fire Marshal	6			
Geographic Info. Systems Manager	6			
Information Technology Manager	6			
Intergovernmental Affairs Director	6			
Municipal Property Manager	6			
Parks Services Manager	6			
Project Portfolio Manager	6			
Public Works Manager	6			

Recreation Services Manager	6			
Transportation Planning and Mobility Manager	6			
City Clerk Services Manager	5	\$ 99,447	\$ 118,222	\$ 136,996
Development Services Manager	5	\$ 97,497	\$ 115,904	\$ 134,310
Emergency Medical Services (EMS) Manager	5			
Facilities Manager	5			
Finance Manager	5			
Finance Payroll Information Technology Mgr	5			
Human Resources Manager	5			
Information Technology Project Manager	5			
Information Technology Security Manager	5			
Municipal Projects Manager	5			
Police Communications Manager	5			
Principal Planner	5			
Public Safety Info. Technology Manager	5			
Parks Superintendent	5			
Public Works Superintendent	5			
Real Estate Manager	5			
Risk Manager	5			
Senior Engineer	5			
Utilities Asset Manager	5			
Utilities Supervisor	5			
Cultural Arts Manager	4	\$ 84,947	\$ 100,854	\$ 116,761
Park Planning Manager	4	\$ 83,281	\$ 98,876	\$ 114,472
Public Information Officer	4			
SCADA Supervisor	4			
Senior Accountant	4			
Senior Program Manager	4			
Senior Management Analyst	4			
Special Projects Manager	4			
Video Production Manager	4			
Community Relations Manager	3	\$ 69,798	\$ 82,782	\$ 95,768
Executive Assistant	3	\$ 68,429	\$ 81,159	\$ 93,890
Management Analyst	3			
Meter Services Supervisor	3			
Parks/Trees Supervisor	3			
Principal Librarian	3			
Program Manager	3			
Public Works Supervisor	3			
Recreation Area Manager	3			
Senior Crime Intelligence Analyst	3			
Utilities Maintenance Planner	3			
Aquatic Supervisor	2	\$ 59,949	\$ 71,204	\$ 82,458
Associate Analyst	2	\$ 58,774	\$ 69,808	\$ 80,841

Crime Intelligence Analyst	2			
Programs and Venues Coordinator	2			
Communications Coordinator	1	\$ 58,240	\$ 64,711	\$ 74,883
Community Arts Coordinator	1	\$ 53,470	\$ 63,442	\$ 73,415
Community Volunteer Coordinator	1			
Graphic Production Supervisor	1			
Management Assistant	1			



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021
To: Mayor and City Council
From: Scott Chadwick, City Manager
Staff Contact: Geoff Patnoe, Assistant City Manager
geoff.patnoe@carlsbadca.gov, 760-434-2820
Subject: COVID-19 Actions and Expenditures Report
Districts: All

Recommended Action

Receive a report on recent actions and expenditures related to the city's response to the COVID-19 pandemic, provide direction as appropriate and adopt a resolution appropriating \$1.5 million from the city's economic uncertainty set-aside in the General Fund to pay for costs related to the COVID-19 local emergency.

Executive Summary/Discussion

The City Council voted unanimously April 7, 2020, to direct staff to return to the City Council with financial expenditure reports relating to the city's response to the COVID-19 pandemic. The city manager further committed to provide a bi-weekly update to the City Council on recent actions and expenditures related to the city's response to the pandemic. For these updates, staff from the following major service areas will provide verbal reports on current statistics, data, programming and relevant communications:

- City Manager's Office
- Emergency Operations
- Community Services
- Police
- Fire
- Economic Revitalization and Recovery
- Administrative Services

Fiscal Analysis

On April 14, 2020, the City Council adopted Resolution No. 2020-061, which appropriated \$3 million from the city's economic uncertainty set-aside fund in the General Fund to pay for costs related to the COVID-19 local emergency. As of Jan. 20, 2021, total COVID-19 expenditures and encumbrances exceed the initial \$3 million appropriation. Staff is requesting an additional \$1.5 million from the city's economic uncertainty reserve funds in the General Fund to offset the city's expenditures related to the COVID-19 emergency.

The city's economic uncertainty set-aside currently has a balance of \$11.1 million. If \$1.5 million additional is spent during the emergency, the total funds appropriated for COVID-19 related expenditures would total \$4.5 million and the new balance of the set-aside would be \$9.6 million. If any of the \$4.5 million is left unspent or reimbursed by FEMA at the end of the emergency, the remaining funds will be added back to the economic uncertainty set-aside fund.

The need for additional funding from the reserve is determined by the amount of total expenditures plus any encumbrances through Jan. 20, 2021, and estimated future expenditures, excluding salaries, as detailed below:

COVID-19 - Non-Capital Improvement Project No. 9593	
Appropriations to date (resolution No. 2020-061)	\$3,000,000
Expenditures to date (excluding regular and part-time staff salaries spent on COVID-19-related activities)	(1,659,000)
Encumbrances to date	(1,440,000)
Total expenditures and encumbrances exceeding available funding	(99,000)
Additional appropriation requested	1,500,000
Balance for future COVID-19 related costs	\$1,401,000

Potential for future reimbursement

The city is tracking all expenditures to date with the intention to submit a reimbursement request to the Federal Emergency Management Agency, known as FEMA. FEMA does not reimburse all expenditures and, based on its current guidance, staff estimates \$900,000 in expenditures will be submitted for reimbursement, including \$400,000 for staff overtime and \$500,000 for cleaning, disinfecting, public notification, and personal protective equipment. There is the potential for partial reimbursement of these costs, but reimbursement is dependent upon receiving the necessary approvals from FEMA and/or the city's insurance provider.

CARES Act funding

Police and Fire department staff salaries were deemed reimbursable under the CARES Act and all CARES Act funding received or expected has been or will be justified as reimbursable based on regular safety personnel salaries. The city has received the following CARES Act funding and applied the funding as follows:

CARES Act funding	
CARES Act funding received in FY 2019-20	\$2,116,000
CARES Act funding received in FY 2020-21	1,423,000
Total CARES Act funding received	3,539,000
Regular and part-time Police and Fire salaries attributed to COVID-19 related activities	(3,539,000)
Balance of CARES Act funding received, not yet applied	\$0

The funds received increase the city's revenue, helping to offset some of the lost transient occupancy tax revenue that resulted from the pandemic restrictions. The regular and part-time staff Police and Fire department salaries attributed to COVID-19- related activities were included and funded through the city's budget process.

Next Steps

With the City Council's approval, the deputy city manager of administrative services will appropriate \$1.5 million from the city's economic uncertainty set-aside funds in the General Fund to pay for costs related to the COVID-19 local emergency.

Staff will continue to provide the reports bi-weekly until the end of the emergency.

Environmental Evaluation (CEQA)

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

Public Notification

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

Exhibits

1. City Council Resolution

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROPRIATING \$1,500,000 FROM THE CITY'S ECONOMIC UNCERTAINTY SET-ASIDE IN THE GENERAL FUND TO PAY FOR COSTS RELATED TO THE COVID-19 LOCAL EMERGENCY

WHEREAS, on March 16, 2020, the director of emergency services proclaimed the existence of a local emergency due to conditions of extreme peril to the safety of persons and property as a result of the spread of COVID-19; and

WHEREAS, on March 17, 2020, the City Council of the City of Carlsbad adopted Resolution No. 2020-048 declaring a local state of emergency pursuant to California Government Code Section 8630; and

WHEREAS, on April 14, 2020, the City Council of the City of Carlsbad adopted Resolution No. 2020-061 appropriating \$3,000,000 from the city's economic uncertainty set-aside in the General Fund to pay for costs related to the COVID-19 local emergency; and

WHEREAS, as of Jan. 20, 2021, total COVID-19 expenditures and encumbrances exceed the \$3,000,000 appropriation adopted via Resolution No. 2020-061; and

WHEREAS, the city has incurred and continues to incur significant expenses as a result of the COVID-19 local emergency; and

WHEREAS, the city currently has \$11.1 million set-aside for economic uncertainty in the General Fund; and

WHEREAS, it is the intent of the City Council to seek the maximum aid, comfort and restitution to its citizens who are victims of this calamity; and

WHEREAS, it is the intent of the City Council to do all things necessary to effectuate this intent.

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

1. That the above recitations are true and correct.
2. That the deputy city manager, administrative services is authorized to appropriate \$1,500,000 from the city's economic uncertainty set-aside in the General Fund to cover the cost of expenditures related to the COVID-19 local emergency.

3. That any of the \$1,500,000 left unspent at the end of the emergency will be added back to the city's economic uncertainty set-aside in the General Fund.

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

AYES:

NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Sheila Cobian, Assistant to the City Manager
sheila.cobian@carlsbadca.gov, 760-434-2917
Jason Haber, Director of Intergovernmental Affairs
jason.haber@carlsbadca.gov, 760-434-2958

Subject: Approval of Outline for 2021 City Council Goal Setting Workshop

Recommended Action

Consider and approve the outline for the 2021 City Council Goal Setting Workshop and provide direction to staff as necessary.

Executive Summary/Discussion

At the Dec. 15, 2020, City Council meeting, staff requested the council's input on the goal setting process scheduled for February 2021. The council discussed the goal setting workshop process and directed staff to return to the council on Jan. 26, 2021, with an outline of the workshop sessions. The workshop outline in Exhibit 1 reflects the City Council's input and is presented for the City Council's approval and direction.

Fiscal Analysis

Work for the goal setting process is included in current budget appropriations.

Next Steps

Staff will proceed with planning goal setting workshop or workshops for February 2021 according to the City Council's approval and direction.

Environmental Evaluation (CEQA)

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

Public Notification

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

Exhibits

1. Outline of 2021 City Council Goal Setting Workshop



Agenda

SPECIAL MEETING

City Council Goals Workshop

February 4 and 11, 2021 | 9 a.m. to 3 p.m.

Exhibit 1
Virtual Meeting
www.carlsbadca.gov

Day 1: Feb. 4, 2021

Goal: Demonstrate current work, issues, trends, allow City Council members ample opportunity to share all of their ideas about goals, priorities and projects, etc.

Agenda Topic

- I. Welcome
 - Pledge of Allegiance
 - Opening comments (mayor and city manager)
 - Public comment (limited to 15 minutes, remaining at end of the meeting)

- II. Facilitator self-introduction and agenda overview
 - Review community vision and its role as a framework
 - Review norms and decorum discussion from 2019 goal setting
 - City Council member comments and expectations

- III. Staff presentations
 - City manager
 - City attorney
 - Assistant city manager

- 30-minute break (12 p.m.)*

- IV. Energizer activity

- V. Staff presentations (continued)
 - Deputy city manager – Administrative Services
 - Deputy city manager – Community Services

- VI. Council discussions on what we covered, captured, what else comes to mind. Preliminary ideas on next week.

- VII. Remaining public comments
 - Closing comments

Day 2: Feb. 11, 2021

Goal: Narrow focus, determine immediate priorities vs. long term goals.

Define goals (SMART goals) and provide clear priorities to staff

Agenda Topic

- I. Welcome
 - Pledge of Allegiance
 - Opening comments (mayor)
 - Public comment (first 15 minutes, rest at the end)

- II. Facilitator recaps work done Feb. 4
 - Reminder of norms and decorum
 - Council member comments and reflections on work to date

- III. Staff presentations (continued)
 - Deputy city manager – Public Works
 - Police chief
 - Fire chief

- IV. Council discussions what we covered, captured, what else comes to mind.

30-minute break (12 p.m.)

- V. Energizer activity

- VI. Reminder and connection of how strategic goals are tied to city's vision, mission and nine core values

- VII. City Council-facilitated discussion
 - Council member comments and expectations
 - Long term strategic goals and priorities – what have we uncovered, what's missing?
 - Short term strategic goals and priorities – how do we make it happen?

- VIII. Council discussions what we covered, captured, what else comes to mind. Plan for next week (if necessary).

- IX. Remaining public comments
 - Closing comments



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Tammy McMinn, Senior Deputy City Clerk
 Tammy.McMinn@carlsbadca.gov or 760-434-2953

Subject: District 2 and District 4 Appointments of Two Members to the Planning Commission

Districts: All

Recommended Action

Adopt resolutions appointing two members to the Planning Commission.

Executive v/Discussion

Commissioner Linda Geldner was initially appointed in May 2018 to fill the unexpired term of Commissioner Rodman for a term ending in January 2021. Commissioner Geldner is eligible for reappointment. This term will expire in December 2024 to coincide with the term of the nominating City Council member from District 2.

Commissioner Velyn Anderson was initially appointed to the Planning Commission in May 2013 to fill the expired term of Commissioner Montgomery for a term ending in April 2017. Commissioner Anderson was reappointed in March 2017. Commissioner Anderson is not eligible for reappointment. This term will also expire in December 2024 to coincide with the term of the nominating City Council member from District 4.

The City Clerk's Office received 24 applications from residents wishing to serve on the Planning Commission. In accordance with City Council Policy No. 88, Mayor Pro Tem Blackburn and Council Member Acosta have recommended the following four residents to advance in the process and interview with the full City Council:

District 2 recommendation

- Bill Kamenjarin - District 2
- Diane Proulx - District 2

District 4 recommendation

- Kevin Sabellico - District 4
- David Wine - District 4

Exhibit 3 contains applications for all four residents.

The Planning Commission, as defined in Carlsbad Municipal Code Section 2.24.020, consists of seven members, and of three ex officio members who are the city engineer, city attorney and city planner.

Carlsbad Municipal Code Section 2.15.050(2), which covers the general functions, powers, and duties of boards and commissions, states, “Although each member of the City Council elected by a district shall use his or her best efforts to appoint individuals residing in that district to these commissions, members of the City Council may appoint individuals not residing in their districts in their discretion in order to assure that the most interested and qualified individuals serve on the commissions.”

According to City Council Resolution No. 2018-178, nominees to these scheduled vacancies on the Planning Commission shall be appointed by the council members for District 2 and District 4 with the approval of the City Council.

Other members of the Planning Commission are:

Commission member	District
Alicia Lafferty	1
Carolyn Luna	2
Roy Meenes	3
Peter Merz	4
Joseph Stine	4

Members of the Planning Commission are subject to the provisions of the California Political Reform Act and must file statements of economic interest each year, and complete two hours of ethics training every two years.

The Maddy Act, California Government Code Sections 54970-54974, requires that on or before December 31 of each year the legislative body shall prepare a local appointments list that contains the appointive terms of board and commission members that will expire in the next calendar year. The name of the incumbent appointee, the date of appointment and the term’s expiration date is also included on the list. Based on the prepared list, the City Clerk’s Office accepts applications for any upcoming vacancies. These applications are available on the city’s website and in the City Clerk’s Office.

Fiscal Analysis

This action has no financial impact.

Next Steps

Following the appointment of two members to the Planning Commission, the City Clerk’s Office will update the commission roster and coordinate the oaths of office and the filing of the appointees’ statements of economic interest and ethics training certificates.

Environmental Evaluation (CEQA)

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

Public Notification and Outreach

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

Exhibits

1. Resolution appointing one member to the Planning Commission
2. Resolution appointing one member to the Planning Commission
3. Applications received from residents advancing to the interview process

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPOINTING ONE MEMBER TO THE PLANNING COMMISSION

WHEREAS, Commissioner Linda Geldner was appointed to the Planning Commission in May 2018 to fill the unexpired term of Commissioner Rodman ending in January 2021; and

WHEREAS, Commissioner Geldner is eligible for reappointment; and

WHEREAS, a scheduled vacancy on the Planning Commission exists.

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

1. The above recitations are true and correct.
2. The following Carlsbad resident is appointed to serve on the Planning Commission, for a term ending in December 2024 to coincide with the term of the nominating council member for District 2.

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

AYES:

NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPOINTING ONE MEMBER TO THE PLANNING COMMISSION

WHEREAS, Commissioner Velyn Anderson was appointed to the Planning Commission in May 2013 to fill the expired term of Commissioner Montgomery, and was reappointed in March 2017; and

WHEREAS, Commissioner Anderson is not eligible for reappointment; and

WHEREAS, a scheduled vacancy on the Planning Commission exists.

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

1. The above recitations are true and correct.
2. The following Carlsbad resident is appointed to serve on the Planning Commission, for a term ending in December 2024 to coincide with the term of the nominating council member for District 4.

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

AYES:

NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)



**Boards, Commissions and Committees
Application for Appointment**

RECEIVED

DEC 02 2020

CITY OF CARLSBAD
CITY CLERK'S OFFICE

Arts Commission		Housing Commission		Planning Commission	<input checked="" type="checkbox"/>
Beach Preservation Committee		Library Board of Trustees	<input checked="" type="checkbox"/>	Senior Commission	
Historic Preservation Commission		Parks and Recreation Commission	<input checked="" type="checkbox"/>	Traffic Safety Commission	
Tourism Business Improvement District		Golf Lodging Business Improvement District		Agricultural Mitigation Fee Committee	
Community Development Block Grant (CDBG) Advisory Committee					

If applying for more than one, please indicate order of preference.

Personal Information

Name Willaim Kamenjarin		Date of Birth:
Home Address		<i>Required for Voter Registration Verification</i> District Number 2
City Carlsbad	ZIP 92010	
Home Phone	Mobile	
E-mail		
Occupation mediator, arbitrator, attorney, expert witness		
Employer self employed		
Employer Address		
City Carlsbad	ZIP 92018	
Work Phone	Mobile	

Mr stated 1/4/19

*per pov 1/4/19
✓ 12/03/2020
MD*

Acknowledgements

	Yes	No
I am a resident of the City of Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am a registered voter in Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are you currently or have you ever been an officer of or employed by the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are you currently or have you ever been under contract with the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I am a Citizens Academy graduate.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am familiar with the responsibilities of the board/commission/committee(s) on which I wish to serve.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to be interviewed regarding my qualifications for appointment by the City Council or at the request of an individual Council member.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to file financial disclosure statements, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to complete two hours of state mandated ethics training every two years, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Explanations

I would like to speak with our mayor and city council members regarding my ability, dedication, experience and vision for the city and its boards and commissions.

Please describe your educational background

BA - Duke University
Juris Doctor - Southern Methodist University School of Law

Please describe relevant experience

Proven experience for years of work with libraries and park and recreation facilities.

Please describe your current or past community involvement

Past chairperson and member, Carlsbad Library Board of Trustees
Mediator - City of Carlsbad
Volunteer - Friends of the Carlsbad Library sales on the green events
Volunteer - community clean up and beautification
Sunday school teacher - local Carlsbad church
Member - Board of Trustees, Fellowship, Christian education, Deacon, Pastoral search, Planned Giving - local church
Mediator - Lifeline,
United States District Court - Expert witness

Please list all service on boards, commissions or committees, private or public agencies, (including non-profit organizations)

Former president, board of directors, assorted committees - bar association
Officer, executive committee and founding member - American Inns of Court # 303
Superior Court Arbitration Panel
Superior Court Mediation Panel
Superior Court Settlement Panel
Fee Dispute Arbitrator & Mediator
State of California and Federal Hearing Officer
Chairperson and presenter - Alternative Dispute Resolution Section for Mandatory Continuing Legal Education
Editor, contributor and editorial committee member - monthly bar magazine

Additional information or comments

As a three decades resident and supporter of Carlsbad, I have the proven abilities, dedication and experience as a problem solver and consensus builder; these are especially valuable in these times. Everyone and every entity experience challenging and tough times, it is a measure of our determination and dedication how we deal with them and how we come through them.

Submittal Information

Please select the submit button below to electronically submit application. If you prefer to print, please select "print form" button, sign and mail to:

City of Carlsbad
City Clerk's Office
1200 Carlsbad Village Drive
Carlsbad, CA 92008.

Signature _____ Date 05/28/20

* Only required to sign if submitting paper form; if submitting electronically your submittal via e-mail is considered acknowledgement.

Clear form

Print form

Submit form

Law Office of Joseph L. Stine

2173 Salk Ave., Suite 250
Carlsbad, CA 92008
www.jstinelaw.com

(760) 579-7694
fax: (760) 579-7695
jstine@jstinelaw.com

Jan. 4, 2021

Honorable Mayor & City Council
City of Carlsbad

Re: William Kamenjarin
Application for Appointment to Planning Commission

Dear Mayor Hall & City Council:

I am writing to express my enthusiastic support for William ("Bill") Kamenjarin in his application for appointment to the Planning Commission.

Mr. Kamenjarin has been an outstanding member of the North County legal community for decades. He has distinguished himself through exemplary dedication to public service in a variety of leadership roles. He has been President of the 900 member North County Bar Association, chair on the Association's Alternative Dispute Resolution Section, and a member of the executive committee of the Lopardo Chapter of the American Inns of Court, an elite professional organization of local judges and attorneys.

I have had the privilege of knowing and working with Bill for more than twenty-five years. He can be counted on for clear-headed, intelligent advice on personal and professional matters. Bill is my "go to" resource when I need an astute, independent opinion in resolving issues without easy answers. He has an amazing ability to cut through sometimes conflicting principles and considerations to help me make difficult decisions in challenging situations.

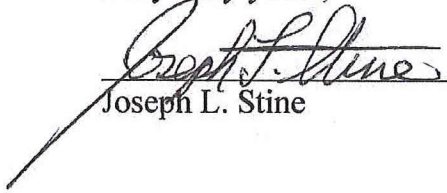
Moreover, I have personally witnessed how Bill works well as a member of an organizational team. He is a superb listener during in-person as well as Zoom virtual meetings. He is well-prepared when the circumstances warrant making a "tough call" by taking the time to thoughtfully look at all relevant sides of a controversy. He collaborates to build consensus among colleagues where possible. When consensus is not possible, he disagrees with decency while showing respect to opposing views.

Bill's professional and interpersonal skills make him unusually well-suited to participate in the quasi-judicial hearings of the Planning Commission. As a

seasoned arbitrator, he has had decades of experience examining evidence and applying facts to the applicable legal standards to arrive a fair, thoughtful decision. This experience would be put to good use in examining staff reports, considering oral statements, and making well-considered findings as a planning commissioner.

For these reasons, I am confident that Bill would work exceptionally well with colleagues on the Planning Commission and add significant value to the deliberative process used in making decisions on land use permit applications.

Very truly yours,



Joseph L. Stine



Boards, Commissions and Committees Application for Appointment

RECEIVED
 DEC 15 2020
 CITY OF CARLSBAD
 CITY CLERK'S OFFICE

Arts Commission		Housing Commission		Planning Commission	<input checked="" type="checkbox"/>
Beach Preservation Committee		Library Board of Trustees		Senior Commission	
Historic Preservation Commission		Parks and Recreation Commission		Traffic & Mobility Commission	
Tourism Business Improvement District		Golf Lodging Business Improvement District		Agricultural Mitigation Fee Committee	
Housing Element Advisory Committee					

If applying for more than one, please indicate order of preference.

Personal Information

Name Diane Proulx		Date of Birth:	
Home Address		Required for Voter Registration Verification <i>DP</i>	
		District Number 2 <input checked="" type="checkbox"/>	
City Carlsbad	ZIP 92010		
Home Phone	Mobile		
E-mail			
Occupation Mgmt			
Employer Grand Pacific Resorts			
Employer Address 5900 Pasteur Court Ste. 200			
City Carlsbad	ZIP 92008		
Work Phone	Mobile		

Acknowledgements

	Yes	No
I am a resident of the City of Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am a registered voter in Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are you currently or have you ever been an officer of or employed by the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are you currently or have you ever been under contract with the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I am a Citizens Academy graduate.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am familiar with the responsibilities of the board/commission/committee(s) on which I wish to serve.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to be interviewed regarding my qualifications for appointment by the City Council or at the request of an individual Council member.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to file financial disclosure statements, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to complete two hours of state mandated ethics training every two years, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Explanations

Please describe your educational background

BA- Information Management
Project Management Certification

Please describe relevant experience

Over the last 15 years, I have been involved with the development and building of multiple resort properties. I am familiar with entitlement processes, land planning, EIR, Native American concerns, permitting, traffic and parking concerns, etc.

Please describe your current or past community involvement

I have just completed my term on the Housing Element Advisory Committee. I currently serve on the Aqua Hedionda Lagoon Foundation board. I served on the EC3 Committee and am familiar with the Growth Management Plan and its importance in creating and maintaining a strong viable community for residents, families and businesses. I was also a two term Park and Recreation Commissioner.

Please list all service on boards, commissions or committees, private or public agencies, (including non-profit organizations)

Housing Element Advisory Committee; Aqua Hedionda Lagoon Foundation Board Member; City of Carlsbad EC3 Committee Member; City of Carlsbad Park and Recreation Commissioner; Carlsbad Charitable Foundation- Board Member; Residential HOA Board Member; Carlsbad High School Site Council Member; Carlsbad Chamber of Commerce Candidate Academy; SD Water District Academy; Carlsbad Citizen Academy; Carlsbad High School Touchdown Club - Co-founder and Vice President; Pop Warner football, basketball and baseball coach.

Additional information or comments

I am interested in serving my community as I believe it is essential that citizens play an active role in their community. As well, I would like to serve to:

1. Have a voice in the decision making process in our community
2. Serve our community
3. I have an interest in Planning, Land Use and our Local Government
4. New learning opportunities

Submittal Information

Please select the submit button below to electronically submit application. If you prefer to print, please select "print form" button, sign and mail to:

City of Carlsbad
City Clerk's Office
1200 Carlsbad Village Drive
Carlsbad, CA 92008.

Signature _____

Date 12/14/2020

* Only required to sign if submitting paper form; if submitting electronically your submittal via e-mail is considered acknowledgement.

Clear form

Print form

Submit form



Boards, Commissions and Committees Application for Appointment

Arts Commission	<input type="checkbox"/>	Housing Commission	<input checked="" type="checkbox"/>	Planning Commission	<input checked="" type="checkbox"/>
Beach Preservation Committee	<input checked="" type="checkbox"/>	Library Board of Trustees	<input checked="" type="checkbox"/>	Senior Commission	<input type="checkbox"/>
Historic Preservation Commission	<input type="checkbox"/>	Parks and Recreation Commission	<input checked="" type="checkbox"/>	Traffic & Mobility Commission	<input checked="" type="checkbox"/>
Tourism Business Improvement District	<input checked="" type="checkbox"/>	Golf Lodging Business Improvement District	<input type="checkbox"/>	Agricultural Mitigation Fee Committee	<input type="checkbox"/>
Housing Element Advisory Committee	<input checked="" type="checkbox"/>				

If applying for more than one, please indicate order of preference.

Personal Information

Name Kevin Sabellico		Date of Birth:	<i>Required for Voter Registration Verification</i> JMS
Home Address		<u>District Number</u> 4	
City Carlsbad	ZIP 92009		
Home Phone NA	Mobile		
E-mail			
Occupation Political Consultant			
Employer Self-employed			
Employer Address Same as residence			
City Carlsbad	ZIP 92009		
Work Phone	Mobile		

Acknowledgements

	Yes	No
I am a resident of the City of Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am a registered voter in Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are you currently or have you ever been an officer of or employed by the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are you currently or have you ever been under contract with the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I am a Citizens Academy graduate.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I am familiar with the responsibilities of the board/commission/committee(s) on which I wish to serve.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to be interviewed regarding my qualifications for appointment by the City Council or at the request of an individual Council member.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to file financial disclosure statements, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to complete two hours of state mandated ethics training every two years, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Explanations

NA

Please describe your educational background

- UC Santa Barbara, B.A. in Political Science with an Emphasis in American Politics
- Coursework in Public Lands, Environmental Politics, Comparative Environmental Politics, Sustainability, Climate Change, Legal Environment of Business, and the Supreme Court

Please describe relevant experience

- Campaign Manager at Chris Duncan for San Clemente City Council, 2020
- Internships with the Board of Supervisors, state Senate, and University of California
- Proven track record of being able to summarize relevant information, communicate effectively and decide on courses of action, and listen to the input of community members with diverse perspectives

Please describe your current or past community involvement

- Batiquitos Lagoon Foundation, Member since 2016
- Citizens Climate Lobby, Member since 2016
- Canyon Crest Academy Interact Club (youth wing of Rotary) and Science Olympiad Coach, 2015 - 2016
- Encinitas National Little League Umpire
- Alter Server at St. Elizabeth Seton Catholic Church

Please list all service on boards, commissions or committees, private or public agencies, (including non-profit organizations)

- Delegate, California Democratic Party, 2017 - Present (Executive Board, 2019 - Present)
- President, San Rafael Hall Council at UCSB, 2017 - 2018
- President, Canyon Crest Academy School Site Council, 2014 - 2016
- Treasurer, Canyon Crest Academy Math Team, 2014 - 2016
- Organizing Committee Member, TEDxYouth@San Diego, 2013 - 2015

Additional information or comments

- Carlsbad Chamber of Commerce Candidate Academy graduate, 2015
- Resident of Carlsbad for over 20 years and supporter of environmental conservation
- I am familiar with FPPC regulations that pertain to appointed officials and have no conflicts of interest that would preclude me from serving on a Carlsbad City Commission

Submittal Information

Please select the submit button below to electronically submit application. If you prefer to print, please select "print form" button, sign and mail to:

City of Carlsbad
City Clerk's Office
1200 Carlsbad Village Drive
Carlsbad, CA 92008.

Signature _____

Date 01/04/2021

* Only required to sign if submitting paper form; if submitting electronically your submittal via e-mail is considered acknowledgement.

Clear form

Print form

Submit form

KEVIN SABELLICO

EDUCATION

UNIVERSITY OF CALIFORNIA, SANTA BARBARA

Santa Barbara, CA

Bachelor of Arts in Political Science with an Emphasis in American Politics

PROFESSIONAL EXPERIENCE

CHRIS DUNCAN FOR SAN CLEMENTE CITY COUNCIL

San Clemente, CA

Campaign Manager

May – November 2020

- Managed the campaign of the first successful Democratic City Council candidate in San Clemente history
- Planned and executed a fundraising plan that outraised every opponent and stayed within the \$55,000 budget
- Designed and wrote content for the campaign website, mailers, social media graphics, emails, print ads, and more
- Recruited volunteers to close the vote deficit in the campaign's field plan and maintained all data in PDI

MIKE BLOOMBERG 2020, INC.

Akron, OH

Regional Organizing Director

December 2019 – March 2020

- Supervised, managed, and trained 6 organizers to knock 9k doors, make 29k calls, and build capacity in their turfs
- Achieved 100% to goal in Canvass Attempts, MyCampaign Dials, MyVoters Dials, and Shifts Completed every week
- Built a crowd of 500 people to attend Mike Bloomberg's event in Akron as the sole staffer for the region
- Created multiple saved searches and assisted the Data Department with creating data standards for the state

KAMALA HARRIS FOR THE PEOPLE

Myrtle Beach, SC

Field Organizer

October – December 2019

- Scheduled 115% of my canvassing shift goal for Weekend of Action, made 3k dials, and collected 90 commit cards
- Grew partnerships with NAACP leaders, teachers, and state party officials while representing Senator Harris
- Utilized digital tools such as MobilizeAmerica, ThruText, and Team to hit organizing goals faster

IOWA DEMOCRATIC PARTY

Storm Lake, IA

Field Organizer

August – November 2018

- Scheduled 235 canvass shifts for GOTV across 6 counties and collected 250+ in-universe Absentee Ballot Requests
- Trained 10 Staging Location Directors to successfully manage operations and report for 2 SLs and 3 satellite SLs
- Collected 150 signatures in two days to force the County Auditor to open a satellite early voting location on campus

UCSB SUSTAINABILITY

Santa Barbara, CA

Policy Intern – UC Global Food Initiative

September 2017 – June 2018

- Advocated for students' basic needs to the university and local governmental bodies
- Implemented an eBook reserve program that yielded an ROI of over 1,000% & wrote grant proposals for like programs

MIKE LEVIN FOR CONGRESS

Vista, CA

Deputy Field Director

June – September 2017

- Trained and managed 40 interns/volunteer team leaders on candidate's messaging, effective canvassing, and data entry
- Made one full pass of phones in the San Diego Co. portion of the District with 50% of Orange Co. portion completed

VOLUNTEER EXPERIENCE

CALIFORNIA DEMOCRATIC PARTY

- Presidential Elector for Joe Biden and Kamala Harris
- Executive Board Member and Credentials Committee Co-Chair
- Assembly District Delegate and for the 76th District
- National Convention Delegate for Hillary Clinton

December 2020

August 2019 – Present

January 2017 – Present

July 2016

NATIONAL SECURITY ACTION – Research Volunteer

October 2018 – Present

SAN DIEGO COUNTY SUPERVISOR DAVE ROBERTS – Legislative Intern

January 2016 – September 2016

KAMALA HARRIS FOR SENATE – Regional Ambassador

December 2015 – February 2016

STATE SENATOR RICHARD PAN, MD – Legislative Intern

June 2015 – August 2015

UCSB RESIDENTIAL HOUSING ASSOCIATION – Hall Council Co-President

October 2017 – April 2018

CANYON CREST ACADEMY – School Site Council President

October 2014 – January 2016

RECEIVED



Boards, Commissions and Committees
Application for Appointment

JAN 21 2020

CITY OF CARLSBAD
CITY CLERK'S OFFICE

Arts Commission		Housing Commission		Planning Commission	<input checked="" type="checkbox"/>
Beach Preservation Committee		Library Board of Trustees		Senior Commission	
Historic Preservation Commission		Parks and Recreation Commission		Traffic Safety Commission	
Tourism Business Improvement District		Golf Lodging Business Improvement District		Agricultural Mitigation Fee Committee	
Community Development Block Grant (CDBG) Advisory Committee					

If applying for more than one, please indicate order of preference.

Personal Information

Name David Wine		Date of Birth:
Home Address		<i>Required for Voter Registration Verification</i> District Number 4
City Carlsbad	ZIP 92011	
Home Phone	Mobile	
E-mail		
Occupation Financial Adviser		
Employer Self		
Employer Address		
City Carlsbad	ZIP 92008	
Work Phone	Mobile	

MD

Acknowledgements

	Yes	No
I am a resident of the City of Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am a registered voter in Carlsbad.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Are you currently or have you ever been an officer of or employed by the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Are you currently or have you ever been under contract with the City of Carlsbad? If yes, please explain below.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I am a Citizens Academy graduate.	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I am familiar with the responsibilities of the board/commission/committee(s) on which I wish to serve.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to be interviewed regarding my qualifications for appointment by the City Council or at the request of an individual Council member.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to file financial disclosure statements, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>
I am willing to complete two hours of state mandated ethics training every two years, if required.	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Explanations

Please describe your educational background

Biola University, Organizational Leadership
University of Washington, Cascade Public Executive Program

Please describe relevant experience

Worked many years with Amtrak in operations and planning which included work with federal, state and local governments

Please describe your current or past community involvement

Past president and board member of El Camino Real Rotary

Please list all service on boards, commissions or committees, private or public agencies, (including non-profit organizations)

El Camino Real Rotary, Board member and past president

Additional information or comments

I was the General Manager who organized the start up and implementation of the Coaster Commuter Service in 1995. My love for Carlsbad led to to change careers in order to stay here.

Submittal Information

Please select the submit button below to electronically submit application. If you prefer to print, please select "print form" button, sign and mail to:

City of Carlsbad
City Clerk's Office
1200 Carlsbad Village Drive
Carlsbad, CA 92008.

Signature David Wine

Date 1/17/20

* Only required to sign if submitting paper form; if submitting electronically your submittal via e-mail is considered acknowledgement.

Clear form

Print form

Submit form



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Kyle Lancaster, Parks & Recreation Director
 kyle.lancaster@carlsbadca.gov, 760-434-2941
 Steven Stewart, Municipal Projects Manager
 steven.stewart@carlsbadca.gov, 760-602-7543

Subject: Monroe Street Pool Renovation/Replacement Project - Concept Direction

District: 1

Recommended Action

Receive a staff report on the Monroe Street Pool Renovation/Replacement Project and direct staff on which design concept to pursue, and, if a ballot measure is necessary to implement the selected design concept, which election cycle staff should pursue.

Executive Summary

The existing Monroe Street Pool facility includes a 25-yard by 25-meter pool, equipment room, and locker room building. The facility was built in 1982 and needs renovation and replacement work to address degraded finishes, building code requirements and sound attenuation.¹ The facility would also benefit from additional energy efficient measures to the mechanical building and the locker room building, as well as reconfiguration and expansion of the pool and the site's buildings. The City Council has approved a Capital Improvement Program charter for the facility, the Monroe Street Pool Replacement Project, Capital Improvement Program Project No. 4724, and has appropriated funding in an amount of \$6,790,360.

On April 9, 2019, the City Council authorized the execution of an agreement with LPA, Inc. to provide architectural and engineering design services for the Monroe Street Pool Replacement Project. Based on the results of a facility needs assessment study and extensive consultation with Construction Management & Inspection, Facilities, and Parks & Recreation Department staff, LPA developed three design concepts for this project.

On July 16, 2020, staff distributed a City Council memorandum that provided an update on the project and a brief description of each design concept (Exhibit 1.) Staff subsequently completed a public input process on the three design concepts. On Nov. 19, 2020, staff distributed a City Council memorandum that provided an update on the project and the results of the public input process (Exhibit 2). This staff report offers further details along with the fiscal and

¹ Sound attenuation refers to efforts to decrease the decibel level of sounds and reduce noise impacts.

scheduling factors associated with each of the three design concepts. Staff is seeking the City Council's direction on which design concept to pursue for this project.

Discussion

Background

The Monroe Street Pool, formerly called the Community Swim Complex, has undergone a series of renovations since its original construction in 1982. In 1992, the interior plaster lining of the pool was replaced, in 1998 some accessibility upgrades were made to restrooms and, in 2009, the mechanical room was renovated to separate the acid room from other equipment and to install new tanks. The facility has not been renovated since 2009 and many finishes are deteriorating. A facility needs assessment study conducted in January 2017 recommended the following for the facility:

1. Upgrades to the pool deck
2. Upgrades to the existing gutter system in the pool deck
3. Installation of pool area safety signage and accessibility upgrades
4. Upgrades to the restrooms for new changing rooms
5. Upgrades to the facility's emergency egress

Given the conditions of the facility identified in the facility needs assessment study, the limited capacity for parking at the facility, the need to attenuate sound transmission from the facility to the neighborhood, and the evolution of recreation programming interests at the facility, staff is recommending that additional renovations and replacements to the pool, the mechanical building and the perimeter barrier should be considered. In addition, staff is also recommending that the council consider additional energy efficient measures to the mechanical building and the locker room building, as well as reconfiguration and expansion of the pool and the site's buildings.

The City Council previously approved a Capital Improvement Program charter for the facility and appropriated project funding in the amount of \$6,790,360. The council also authorized an agreement with LPA to provide architectural and engineering design services for the project. Based on the results of the facility needs assessment study, and extensive consultation with staff, LPA developed three design concepts for the project.

The July 16, 2020, City Council memorandum on the project included a PowerPoint presentation attachment that further detailed each design concept. Those brief descriptions are incorporated below, and an updated PowerPoint presentation is attached (Exhibit 3). The estimated construction costs for each concept within the PowerPoint presentation do not include the anticipated soft costs – such as for design services (including studies, plans and specifications, and administration), construction management and staff time. The estimated construction costs should be increased by 30% to account for the anticipated soft costs. The total project costs, including estimated construction costs and anticipated soft costs, are shown in a table below.

Concept 1 (Basic Pool & Equipment Renovation)

This concept would be a limited refurbishment and renovation scope of work that is necessary for the facility to continue its existing use. The renovation includes replacing the following pool components and equipment: coping, tile, plaster, piping, pool deck, drainage, pumps and filters. Additionally, minor repair of the mechanical building roof, upgrade of the electrical panel, construction of another backwash tank and installation of an 8-foot tall perimeter noise-buffer wall (for example, concrete wall with steel gates) would be included within the scope of work.

The estimated construction costs for Concept 1 would be between \$4.2 million and \$4.9 million. The current remaining useful life expectancy of the pool deck and pool is 2 to 5 years and would be extended an additional 12 to 15 years with the described renovations. The pool locker room building would be unchanged, with a current remaining useful life expectancy of 12 to 18 years. The existing parking area would be unchanged, with a current remaining useful life expectancy of 5 to 10 years. The current programming that includes limited swim lessons, drop-in lap swim, high school water polo and swim meets, would be unchanged. There would be reductions in utility costs due to installation of new higher-efficiency pool pumps. The annual estimated expenses would be \$958,189, and the annual estimated revenues would be \$243,216, for a total annual net cost of \$714,973.

Concept 2 (Recommended Enhancements)

This concept includes the list of pool and equipment renovation scope of work listed in Concept 1, plus the following additional enhancements:

- Replacing the existing passive solar system with a new passive solar system
- Adding pool deck lockers, renovating the mechanical building with new equipment
- Renovating/expanding the pool locker room building and achieving its compliance with the Americans with Disabilities Act
- Installing rooftop photovoltaic solar panels
- Enlarging the pool shallow zone
- Plumbing exterior deck showers
- Replacing shade structures

The estimated construction costs for Concept 2 would be between \$11.2 million and \$11.9 million. Equal to Concept 1, the current remaining useful life expectancy of the pool deck and pool would be extended an additional 12 to 15 years with the described renovations. Greater than Concept 1, the remaining useful life expectancy of the locker room building would be extended an additional 15 to 20 years with the described renovations. Equal to Concept 1, the parking area would remain unchanged, with a current useful life expectancy of 5 to 10 years. There would be a reduction in utility costs due to the new solar photovoltaic panels, higher efficiency pumps and a renovated building. New programs would include the following: water exercise programs, meeting room rentals, birthday party rentals, camp programs, and lifeguard and CPR classes. Additional swim classes and youth recreational swim could also be offered in the enlarged shallow zone. The annual estimated expenses would be \$944,135, and the annual estimated revenues would be \$338,100, for a total annual net cost of \$606,035.

Concept 3 (Pool Expansion)

This concept includes the list of pool and equipment renovation scope of work listed in Concept 1, plus the following additional enhancements:

- Constructing new shade structures with solar photovoltaic panels
- Developing an entry plaza, adding pool deck lockers
- Full-depth asphalt replacement in the existing parking area and expansion of the parking area by five spaces (a 10% increase)
- Relocating and replacing the mechanical building with new equipment
- Renovating and expanding the locker room building and achieving its compliance with the Americans with Disabilities Act
- Installing rooftop solar photovoltaic panels
- Enlarging the pool shallow zone and widening of the pool to 33 meters, which allows for enhanced recreation programming and an addition of five swim lanes (a 50% increase),
- Plumbing exterior deck showers
- Creating a trash enclosure and new service area
- Constructing a storage area with a 6-foot retaining wall and ramp access

The estimated construction costs for Concept 3 would be between \$15.8 million and \$16.5 million. Equal to Concept 1 and Concept 2, the current remaining useful life expectancy of the pool deck and pool would be extended an additional 12 to 15 years with the described renovations. Greater than Concept 1 and equal to Concept 2, the remaining useful life expectancy of the locker room building would be extended an additional 15 to 20 years with the described renovations. Greater than Concept 1 and Concept 2, the remaining useful life expectancy of the parking area would be extended an additional 15 to 20 years with the described renovations. There would be slightly higher utility costs to operate the facility due to increased water surface area, but there would be lower energy consumption cost due to solar gain with the new passive and photovoltaic solar systems, and enhanced efficiency due to installation of new higher efficiency pumps and renovated building systems. New programs would include the following: water exercise programs, meeting room rentals, birthday party rentals, camp programs, lifeguard and CPR classes, sufficient space for water inflatables, high school water polo championships and swim meet championships. Additional swim classes and youth recreational swim could be offered in the enlarged shallow zone and lap swim lanes could be increased by as much as by 50%. The annual estimated expenses would be \$1,016,027, and the annual estimated revenues would be \$460,038, for a total annual net cost of \$555,989.

Public input

In keeping with the Next Steps section of the July 16, 2020, City Council memorandum, staff solicited public input on the three design concepts. An online survey was specifically promoted to the city's aquatics patrons, as well as residents who live within approximately 600 feet of the Monroe Street Pool facility. It was also generally marketed to and made available to the public on the city's website. The Monroe Street Pool Improvements Online Survey was posted from Aug. 31 - Sept. 30, 2020, and had 944 respondents. It received 23,964 individual responses and

591 comments. The detailed responses and comments are contained within the Monroe Street Pool Improvements - Public Input Report and appendices (Exhibits 4 and 5.) On Nov. 19, 2020, the public input report and appendices were transmitted to the City Council through a council memorandum (Exhibit 6) and posted to the city's website for public review.

The online survey posed five questions, as paraphrased below:

1. On average, about how many times a month do you use the Monroe Street Pool (prior to the COVID-19 closure and limitations)?
2. What pool uses interest you (check all uses that apply, from a list of nine uses)?
3. How important do you think the potential changes are, ranked from one to five, from not important to most important?
4. Each of the three concepts involves some tradeoffs. How important is each of the tradeoffs presented, ranked one to five, from not important to most important?
5. What is your ranking of the three concepts, from most favorite to least favorite?

Broadly summarized, Concept 3 and the associated potential renovations received greater public favor than Concept 2. Similarly, Concept 2 and the associated potential renovations received greater favor than Concept 1. However, the responses to the questions and other comments included in the public input report and appendices are expected to be considered with a similar weight as other qualitative forms of feedback that are typically a part of project decision-making processes. Unlike a scientific survey, the findings of this public input process cannot be generalized to the entire Carlsbad population within a defined level of confidence.

Each of the project concepts is consistent with the city's community values as shown below:

- Access to recreation and active healthy lifestyles
- High quality education and community services
- Neighborhood revitalization, community design and livability

Carlsbad Climate Action Plan and City Council Policy No. 71 Consistency

This project is consistent with Measures F, G and I of the Climate Action Plan.

- Measure F Action 1: "Install energy efficiency retrofits for city-owned buildings."
 - Concept 1 includes replacement of energy inefficient pool pump equipment.
 - Concepts 2 and 3 include replacement of energy inefficient building heating, ventilating and air conditioning equipment and pool pump equipment.
- Measure G Action 2: "Commission city facilities."
 - Concepts 2 and 3 include installation of new heating, ventilating and air conditioning equipment that would be commissioned to ensure operational efficiency.
- Measure I Action 1: "Replace incandescent and halogen light bulbs in city facilities."
 - Concepts 2 and 3 include replacement of all building and site lighting that has not already been upgraded to light-emitting diode (LED) technology.

This project is also consistent with the purpose of City Council Policy Statement No. 71 - Energy Conservation and Management (Exhibit 6). The objectives of that policy’s Section A., City Operations, are addressed in correspondingly ascending fashion in the increasing scope of Concepts 1, 2, and 3.

Total project costs and applicability of an exception to Proposition H

The estimated ranges of project costs for each design concept are reflected in the table below.

Monroe Street Pool Renovation/Replacement Project – Capital Improvement Program Project No. 4724			
Concept and working title	Construction costs	Soft costs	Total costs
1. Basic pool & equipment renovation	\$4.2 - 4.9M	\$1.26 - 1.47M	\$5.46M - 6.37M
2. Recommended enhancements	\$11.2 - 11.9M	\$3.36 - 3.57M	\$14.56 - 15.47M
3. Pool expansion/building renovation	\$15.8 - 16.5M	\$4.74 - 4.95M	\$20.54 - 21.45M

The estimated construction costs are based on conceptual diagrams and are for scoping purposes. Actual construction costs may vary significantly depending on the market conditions at the time of public bidding. The estimated construction costs have been escalated for the construction to occur in Concept 1 from approximately March 2022 to October 2022, in Concept 2 from approximately March 2023 to May 2024, and in Concept 3 from approximately April 2023 to September 2024. These date ranges for construction assume pursuing the soonest available schedule for any single concept.

Proposition H, a citizen-led initiative approved by voters in 1982, is codified as Chapter 1.24 of the Carlsbad Municipal Code. Section 1.24.030 of the code states, in part:

The city shall make no real property acquisition and/or no improvements to real property the cost of which exceeds one million dollars in city funds, unless the proposed acquisition and/or improvement project and the cost in city funds is first placed upon the ballot and approved by a majority of the voters voting thereon at an election.

The Guidelines for Proposition H, as amended by the City Council on July 19, 2005, state:

6. Improvements to Real Property

The intent of Chapter 1.24 is expressed in 1.24.010 as:

“It is the intent of this chapter to provide the citizens and taxpayers of Carlsbad with an opportunity to express directly their preference by vote prior to major city expenditures for the purchase or development of land.

It is not the intent of this chapter to interfere with the normal day-to-day administration of the city or with routine ongoing capital expenditures.”

Section 1.24.020 (3) states: “Improvements to Real Property” means the actual physical construction of improvements on real property owned, leased, or controlled by the city,

or the modification, enlargement, or alteration of existing improvements on such property.”

Section 1.24.020 (3) shall be interpreted in the following manner:

“Improvement to Real Property” shall not include replacement, repair, maintenance, routine refurbishment or upgrades of existing facilities as they are considered to be routine ongoing capital expenditures necessary to carry out the normal and routine business of the city.

The City Council may make findings on a case-by-case basis on whether the above exceptions are applicable to a proposed project.

Staff has consulted with the City Attorney’s Office on the applicability of Proposition H to the Monroe Street Pool Renovation/Replacement Project. Based on the brief descriptions of each design concept incorporated above, and as further detailed in the attached PowerPoint presentation, it is staff’s assessment that only the scope of work associated with Concept 1 meets the intent of Section 1.24.020(3) and is “necessary to carry out the normal and routine business of the city.” This scope of work does not result in an appreciable increase in existing services or new services. Applying an exception from Proposition H to Concept 1 can be substantiated, and therefore the city could expend more than \$1 million in city funds on the project without a ballot measure approved by the majority of voters. Should the City Council concur with this assessment and direct staff to pursue Concept 1, staff would proceed directly with administering LPA’s design services agreement and would subsequently include a finding of exception from Proposition H to the City Council resolution approving the project’s plans and specifications and authorizing the advertisement of the project for public bids.

It is staff’s assessment that the scopes of work associated with Concept 2 and Concept 3 do not meet the intent of Section 1.24.020(3) and are not “necessary to carry out the normal and routine business of the city.” These scopes of work result in an appreciable increase in existing services and new services. Therefore, applying an exception from Proposition H to Concept 2 or Concept 3 cannot be substantiated, and the city cannot expend more than \$1 million in city funds on either scope of work without a ballot measure approved by the majority of voters. Should the City Council concur with this assessment and direct staff to pursue either Concept 2 or Concept 3, staff would suspend administering LPA’s design services agreement and would coordinate preparation of a ballot measure on the selected project concept for an upcoming election. Staff has consulted with the City Clerk’s Office on the available options for such a ballot measure and has summarized the forecasted date and estimated cost range associated with four upcoming elections in the table below, which is in addition to the total costs for the project detailed in this staff report.

Proposition H ballot measure for pool project – election options		
Election type	Projected date	Estimated cost
Special	Aug. 31, 2021	\$1.2M – 1.6M
Special	Nov. 2, 2021	\$1.2M – 1.6M
Primary	June 7, 2022	\$55K - 85K
General	Nov. 8, 2022	\$60K - 90K

Parks & Recreation Commission

The Parks & Recreation Commission will receive a staff report on this item at its regularly scheduled meeting on Jan. 25, 2021. At that meeting, the commission will be asked to decide which of the three design concepts it would recommend to the City Council.

Staff recommendation

Of the three design concepts described, staff's recommendation is to pursue Concept 3 for the Monroe Street Pool Renovation/Replacement Project, based on the factors summarized below.

Concept 3 (in an equal or greater manner than Concepts 1 and 2) achieves the following:

- Addresses the recommended improvements identified in the facility's January 2017 needs assessment study in a comprehensive manner
- Extends the useful life of the facility amenities – pool, pool deck, locker room building, mechanical building and parking area
- Ensures accessibility compliance with applicable provisions of the Americans with Disabilities Act
- Increases parking capacity by 10%, and adds a service turnaround and a trash enclosure
- Decreases energy consumption with new passive and solar photovoltaic systems
- Enhances energy efficiency due to the installation of new higher efficiency pumps and renovated building systems
- Increases opportunities for new recreational programs such as water exercise, meeting room rentals, birthday party rentals, camp programs, lifeguard and CPR classes, sufficient space for water inflatables, high school water polo championships and swim meet championships
- Allows for swim classes and youth recreational swim to be offered in the enlarged shallow zone and increases the available lap swim lanes by as much as 50%
- Provides for an estimated annual net savings on operations over the current conditions
- Responds to the majority interest for facility improvements expressed in the qualitative public input process
- Aligns with the expressed community values
- Demonstrates consistency with Carlsbad Climate Action Plan and Council Policy No. 71

Staff is seeking the City Council's direction on which design concept to pursue for this project, and, if a ballot measure is necessary to implement the selected design concept, which election cycle staff should pursue.

Fiscal Analysis

There is no immediate nor direct fiscal impact from receiving a staff report on this project and directing staff on which design concept to pursue, and, if a ballot measure is necessary to implement the selected design concept, which election cycle staff should pursue. Any future request for appropriation of funds to the project would be addressed in a Capital Improvement

Program budget submittal and would be based on the direction provided by the City Council in response to this staff report.

Next Steps

Staff will take the necessary steps to implement the City Council's direction on this project.

Environmental Evaluation (CEQA)

This action does not constitute a "project" within the meaning of the California Environmental Quality Act under Public Resources Code section 21065 in that it has no potential to cause either a direct physical change in the environment or a reasonably foreseeable indirect physical change in the environment and therefore does not require environmental review. Once the Monroe Street Pool Renovation/Replacement Project's design concept is finalized, it will be subject to environmental review in keeping with CEQA Guidelines.

Public Notification and Outreach

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

Exhibits

1. July 16, 2020 City Council memorandum – Monroe Street Pool Renovation/Replacement
2. Nov. 19, 2020 City Council memorandum – Monroe Street Pool Renovation/Replacement
3. January 2021 PowerPoint presentation – Monroe Street Pool Renovation/Replacement
4. Monroe Street Pool improvements - Public Input Report
5. Monroe Street Pool improvements - Public Input Report Appendices
6. City Council Policy Statement No. 71 – Energy Conservation and Management

To the members of the:

CITY COUNCIL

Date 7/16/20 CA CC
CM ACM DCM (3)

Council Memorandum

July 16, 2020

To: Honorable Mayor Hall and Members of the City Council
From: Gary Barberio, Deputy City Manager, Community Services
 Paz Gomez, Deputy City Manager, Public Works
Via: Geoff Patnoe, Assistant City Manager *GP*
Re: **Monroe Street Pool Replacement Project Update**

The purpose of this memo is to provide an update on the Monroe Street Pool Replacement Project, Capital Improvement Program (CIP) Project No. 4724.

Background

The Monroe Street Pool facility includes a 25-yard by 25-meter pool located adjacent to Carlsbad High School at 3401 Monroe Street. The Monroe Street Pool facility was built in 1982 and needs renovation work to address degraded finishes, current building code requirements, and revised space configurations reflective of the changed uses of the facility. The current total CIP appropriation for the project is \$6,790,360.

Discussion

On April 9, 2019, City Council adopted a Resolution authorizing execution of an agreement with LPA, Inc. (LPA) to provide architectural and engineering design services for the Monroe Street Pool Replacement Project, in an amount not to exceed \$674,577. Based on results of detailed site assessments, and extensive consultation with Construction Management & Inspection, Facilities, and Parks & Recreation staff over the subsequent several months, LPA developed three conceptual options described briefly below and in detail in the attached presentation (Attachment A).

Site Concept 1.0 (Basic Pool & Equipment Renovation)

The first concept would be a limited refurbishment/renovation scope of work that is necessary for the facility to continue its existing use. The renovation includes replacing the following pool components/equipment: coping, tile, plaster, piping, pool deck, drainage, pumps and filters. Additionally, minor repair of the mechanical building roof, upgrade of the electrical panel, construction of another backwash tank, and installation of an eight-foot tall perimeter buffer (i.e., concrete wall with steel gates) would be addressed within the scope.

Community Services Branch
 Parks & Recreation Department

799 Pine Avenue, Suite 200 | Carlsbad, CA 92008 | 760-434-2826 t
 Jan. 26, 2021

The estimated construction costs for Site Concept 1.0 would be between \$4.2 million and \$4.9 million. The estimated life span for the pool and deck would be extended by 12 to 15 years. The pool locker room building would be unchanged, and there would be no change in current programming that includes limited swim lessons and drop-in lap swim, high school water polo and swim meets. There would be a reduction in utility costs due to installation of new higher-efficiency pool pumps. The annual estimated expenses would be \$958,189, and the annual estimated revenues would be \$243,216, for a total annual net cost of \$714,973.

Site Concept 2.0 (Recommended Enhancements)

The second concept includes the list of pool and equipment renovations listed in Site Concept 1.0, plus the following additional enhancements: replacing the existing passive solar system, adding pool deck lockers, renovating the mechanical building with new equipment, renovating the pool locker room building, expanding the building footprint, installing rooftop photovoltaic solar harvesting panels, enlarging the pool shallow zone, plumbing exterior deck showers and replacing shade structures.

The estimated construction costs for Site Concept 2.0 would be between \$11.2 million and \$11.9 million. The estimated life span for the pool and deck would be extended by 12 to 15 years, and the locker room building would be extended by 15 to 20 years. There would be a reduction in utility costs due to the new photovoltaic solar arrays, higher efficiency pumps and a renovated building. New programs would include the following: water exercise programs, meeting room rentals, birthday party rentals, camp programs, and lifeguard/cardiopulmonary resuscitation (CPR) classes. Additional swim classes and youth recreational swim could also be offered in the enlarged shallow zone. The annual estimated expenses would be \$944,135, and the annual estimated revenues would be \$338,100, for a total annual net cost of \$606,035.

Site Concept 3.0 (Pool Expansion and Building Renovation)

The third concept includes the list of pool and equipment renovations listed in Site Concept 1.0, plus the following additional enhancements: constructing new shade structures with a passive solar system, developing an entry plaza, adding pool deck lockers, replacing the full-depth asphalt in the parking area, relocating and replacing the mechanical building with new equipment, renovating the locker room building, expanding the building footprint, installing rooftop photovoltaic solar harvesting panels, enlarging the pool shallow zone and widening of the pool to 33 meters, plumbing exterior deck showers, creating a trash enclosure and new service area and constructing a storage area with a six-foot retaining wall and ramp access.

The estimated construction costs for Site Concept 3.0 would be between \$15.8 million and \$16.5 million. The estimated life span for the pool and deck would be extended by 12 to 15 years, the locker room building would be extended by 15 to 20 years, and the parking area would be extended by 15 to 20 years. There would be slightly higher utility costs to operate the facility due to increased water surface area, but there would be decreased energy consumption due to solar gain with the new passive and photovoltaic solar collectors, and enhanced

efficiency due to installation of new higher efficiency pumps and renovated building systems. New programs would include the following: water exercise programs, meeting room rentals, birthday party rentals, camp programs, and lifeguard/CPR classes, water inflatables, high school water polo championships and swim meet championships. Additional swim classes and youth recreational swim could be offered in the enlarged shallow zone and lap swim lanes could be increased by as much as by 50%. The annual estimated expenses would be \$1,016,027, and the annual estimated revenues would be \$460,038, for a total annual net cost of \$555,989.

Next Steps

Staff will solicit community input on the three site concepts via an online survey of the city's aquatics patrons and residents within approximately 600 feet of the Monroe Street Pool facility. Once that input is obtained, staff will determine the community's preferred concept and continue discussions with the City Attorney's Office regarding applicability of Proposition H to that concept. Dependent upon which concept is preferred, the city may need to either (a) make a finding that the project is exempt from the Proposition H limitations on the expenditure of city funds for improvements to real property, or (b) seek voter approval of a ballot measure authorizing the city to expend over one million dollars in city funds on the project. Staff anticipates placing an item regarding this project on an agenda for the City Council's consideration and direction in the fall of 2020.

Attachment: A. Monroe Street Pool Replacement Project, Conceptual Design Options-June 2020

- cc: Scott Chadwick, City Manager
- Celia Brewer, City Attorney
- Robby Contreras, Assistant City Attorney
- Allegra Frost, Deputy City Attorney
- Kyle Lancaster, Parks & Recreation Director
- Kristina Ray, Communication & Engagement Director
- John Maashoff, Public Works Manager
- Babaq Taj, Engineering Manager
- Mike Pacheco, Recreation Services Manager
- Brian Bacardi, Facilities Superintendent
- Steven Stewart, Municipal Projects Manager
- Tracy Stayton, Recreation Area Manager

To the members of the:
CITY COUNCIL
Date 11/19/20 CA CC
CM ACM DCM (3)

Council Memorandum

Nov. 19, 2020

To: Honorable Mayor Hall and Members of the City Council
From: Gary Barberio, Deputy City Manager, Community Services
Paz Gomez, Deputy City Manager, Public Works
Via: Geoff Patnoe, Assistant City Manager 
Re: **Monroe Street Pool Replacement Project Update**

This memorandum provides an update to a previous memorandum dated July 16, 2020, on the Monroe Street Pool Replacement Project, Capital Improvement Program (CIP) Project No. 4724 (Attachment A).

Background

The existing Monroe Street Pool facility includes a 25-yard by 25-meter pool located adjacent to Carlsbad High School at 3401 Monroe Street. The Monroe Street Pool facility was built in 1982 and needs renovation work to address degraded finishes, current building code requirements, and revised space configurations reflective of the changed uses of the facility. The current total CIP appropriation for the project is \$6,790,360.

Discussion

On April 9, 2019, City Council adopted a Resolution authorizing execution of an agreement with LPA, Inc. (LPA) to provide architectural and engineering design services for the Monroe Street Pool Replacement Project, in an amount not to exceed \$674,577. Based on results of detailed site assessments, and extensive consultation with Construction Management & Inspection, Facilities, and Parks & Recreation staff over the subsequent several months, LPA developed three conceptual options that were described in the previous memorandum and attachment.

Pursuant to the 'Next Steps' section of the previous memorandum, staff has solicited community input on the three conceptual options. An online survey was specifically promoted to the city's aquatics patrons as well as residents within approximately 600 feet of the Monroe Street Pool facility and was also generally available to the public on the city's website. The Monroe Street Pool Improvements Online Survey was posted from Aug. 31 - Sept. 30, 2020 and had 944 respondents. It received 23,964 individual responses and 591 comments. The detailed responses and comments are contained within the Monroe Street Pool Improvements - Public Input Report and Appendices (Attachments B and C). Staff is providing the report to the City Council in advance of placing an item on a future City Council agenda in January 2021.

Community Services Branch
Parks & Recreation Department

799 Pine Avenue, Suite 200 | Carlsbad, CA 92008 | 760-434-2826 t
Jan. 26, 2021

City Council Memo - Monroe Street Pool Replacement Project Update

Nov. 19, 2020

Page 2

Attachment: A. City Council Memorandum dated July 16, 2020
B. Monroe Street Pool Improvements - Public Input Report
C. Monroe Street Pool Improvements - Public Input Report Appendices

cc: Scott Chadwick, City Manager
Celia Brewer, City Attorney
Robby Contreras, Assistant City Attorney
Allegra Frost, Deputy City Attorney
Kyle Lancaster, Parks & Recreation Director
Kristina Ray, Communication & Engagement Director
John Maashoff, Public Works Manager
Babaq Taj, Engineering Manager
Mike Pacheco, Recreation Services Manager
Brian Bacardi, Facilities Superintendent
Steven Stewart, Municipal Projects Manager
Tracy Stayton, Recreation Area Manager
Sarah Lemons, Community Relations Manager



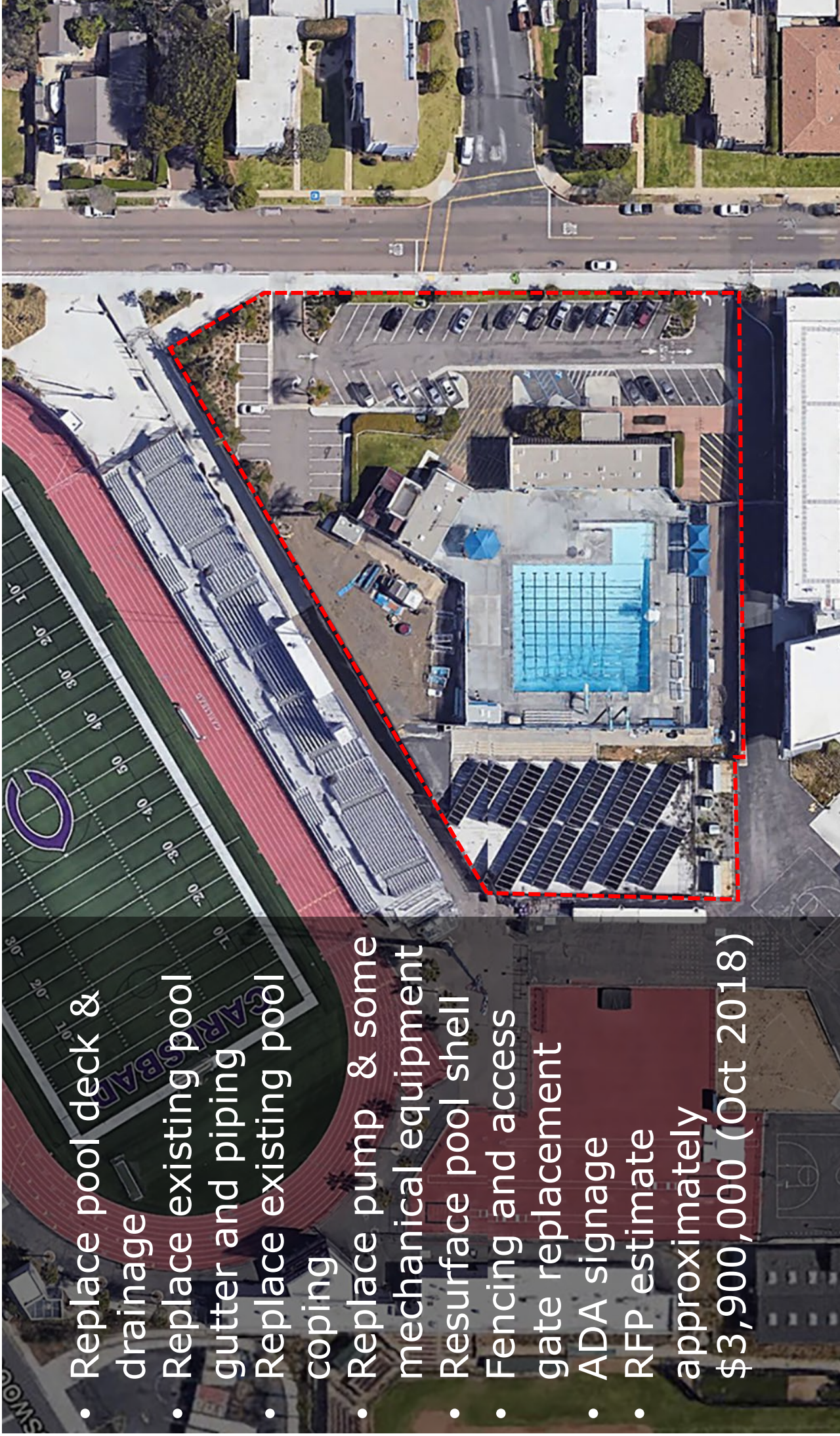
Monroe Street Pool

Renovation/Replacement Project

Project Scope Overview

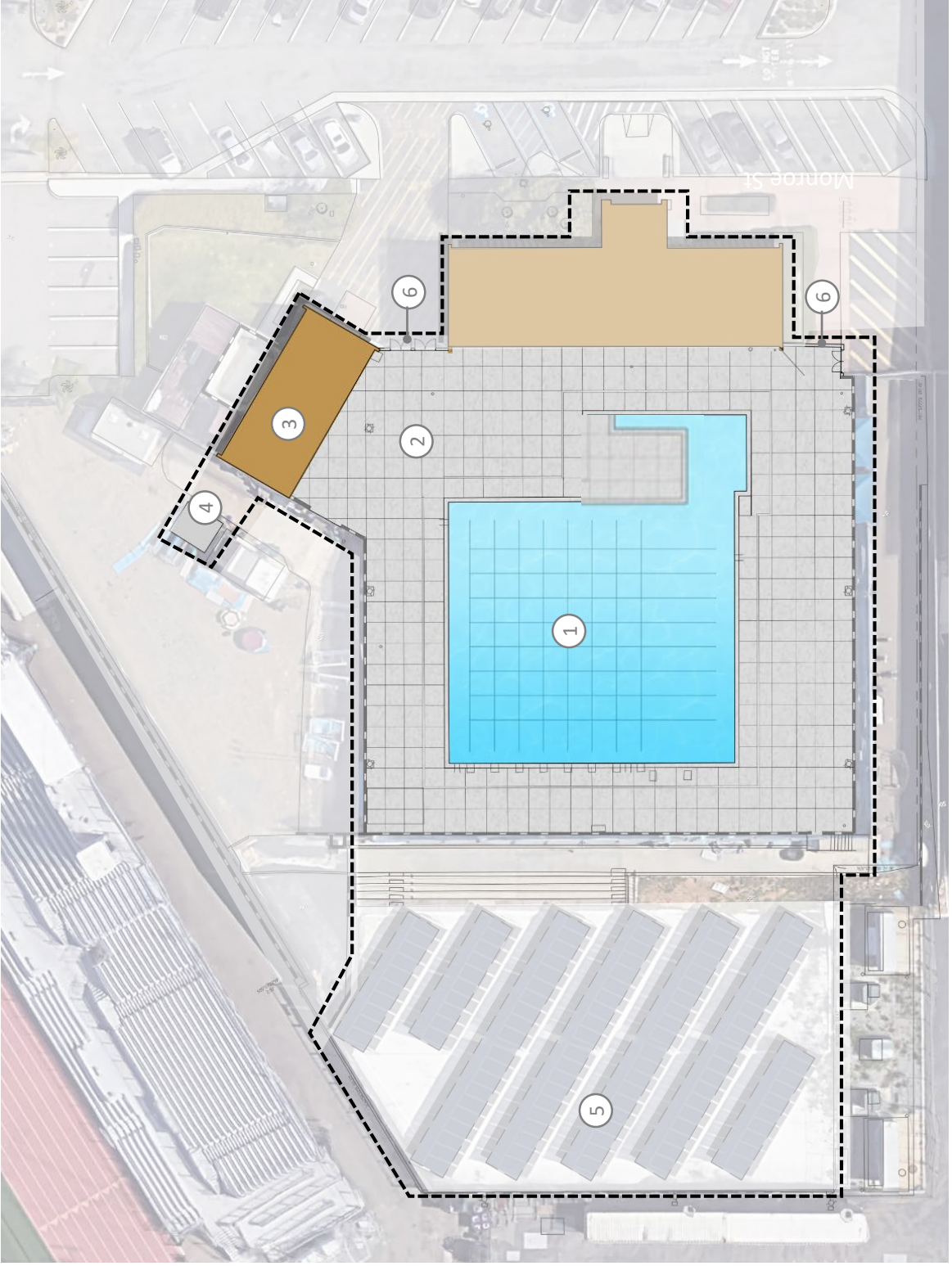
Original Anticipated Scope Review

- Replace pool deck & drainage
- Replace existing pool gutter and piping
- Replace existing pool coping
- Replace pump & some mechanical equipment
- Resurface pool shell
- Fencing and access gate replacement
- ADA signage
- RFP estimate approximately \$3,900,000 (Oct 2018)



Preliminary Design Review

Concept 1 (basic pool & equipment renovation)



CONSTRUCTION ITEM KEY NOTES:

-- limit of work line

Basic Pool Renovation:

1. Replace pool coping, tile, plaster, and piping.
2. Replace existing pool deck and drainage.
3. Replace pool pump, filters and minor mechanical building repair of roof and electrical panel/ upgrade.
4. Construct additional backwash tank.
5. Evaluate (only) existing passive solar system.
6. New 8' block wall and solid steel gates; replace pool control fencing.



Concept 1 Summary

Jan. 26, 2021

ESTIMATED CONSTRUCTION COST:

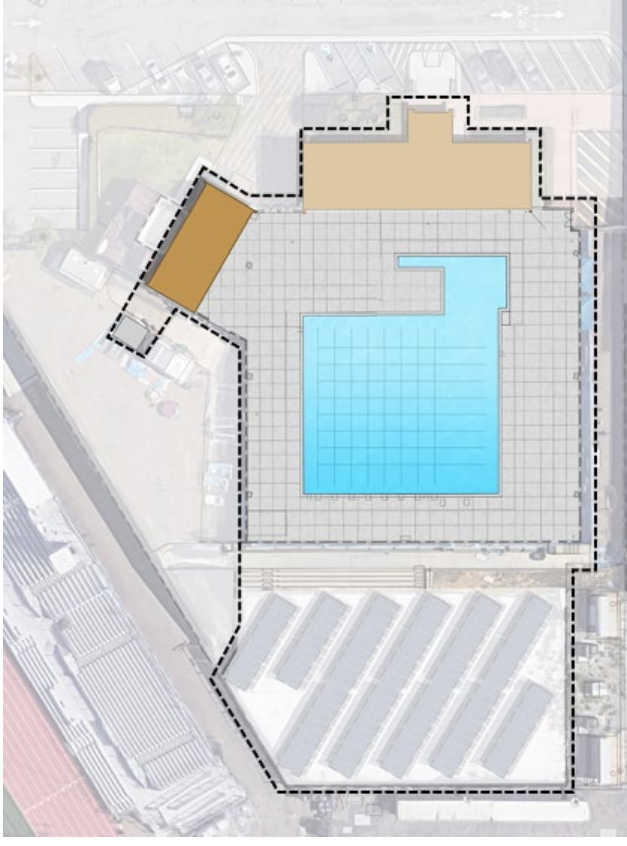
- +/- \$4.2M - \$4.9M

Estimated life span:

- Pool and deck: 12 to 15 years
- Pool locker room building: unchanged
- Site/parking: unchanged

Operational costs:

- Slightly enhanced efficiency due to new higher-efficiency pumps

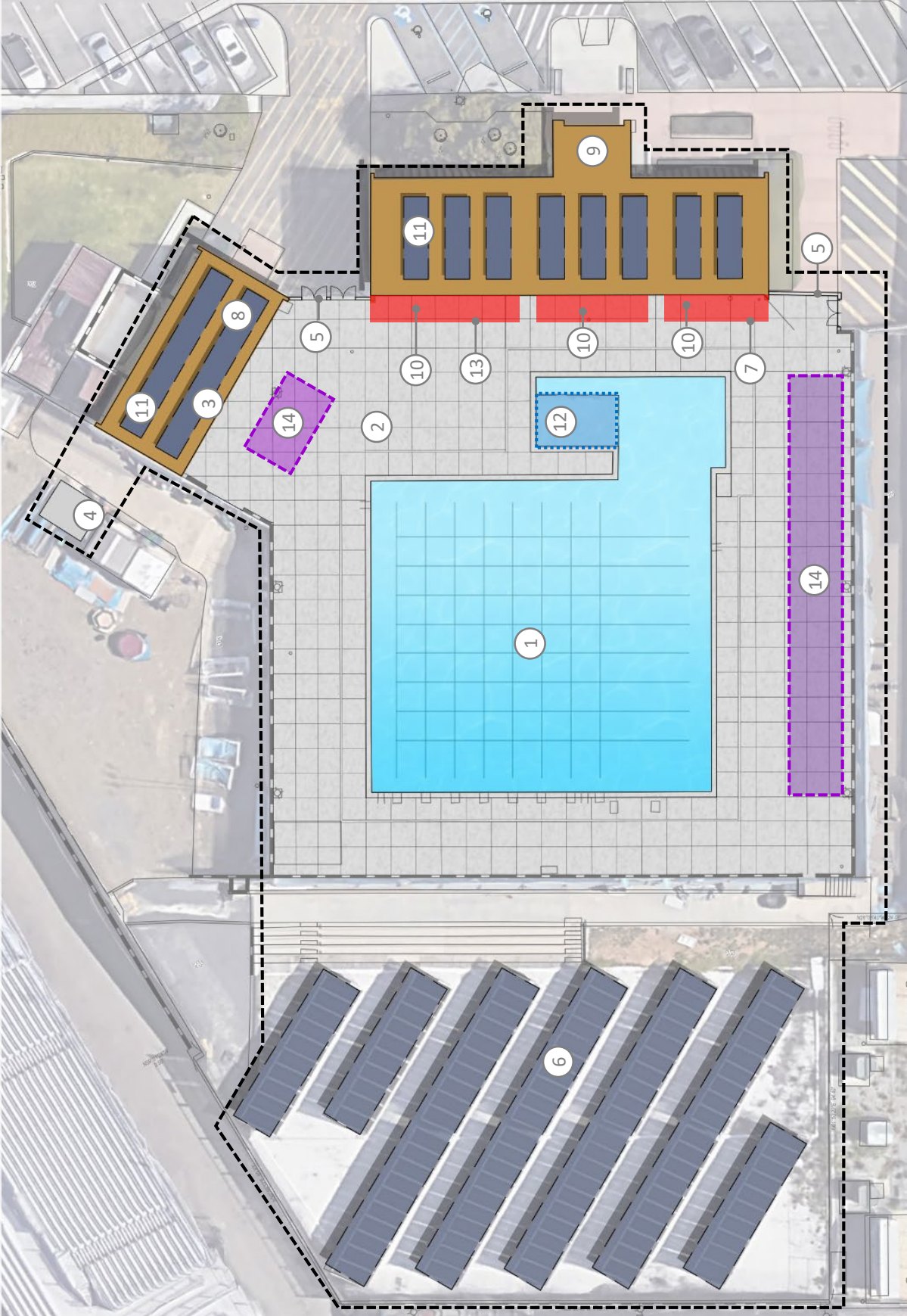


NTS



note: Cost information is for construction only (does not include soft costs) based on conceptual diagrams and is for scoping purposes only; actual costs may vary significantly depending on market conditions at time of bid

Concept 2 (recommended enhancements)



CONSTRUCTION ITEM KEY NOTES:

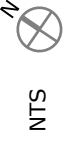
-- limit of work line

Basic Pool Renovation:

1. Replace pool coping, tile, plaster, and piping.
2. Replace existing pool deck and drainage.
3. Replace pool pump, filters and minor mechanical building repair of roof and electrical panel/upgrade.
4. Construct additional backwash tank.
5. New 8' solid steel gates & block wall.

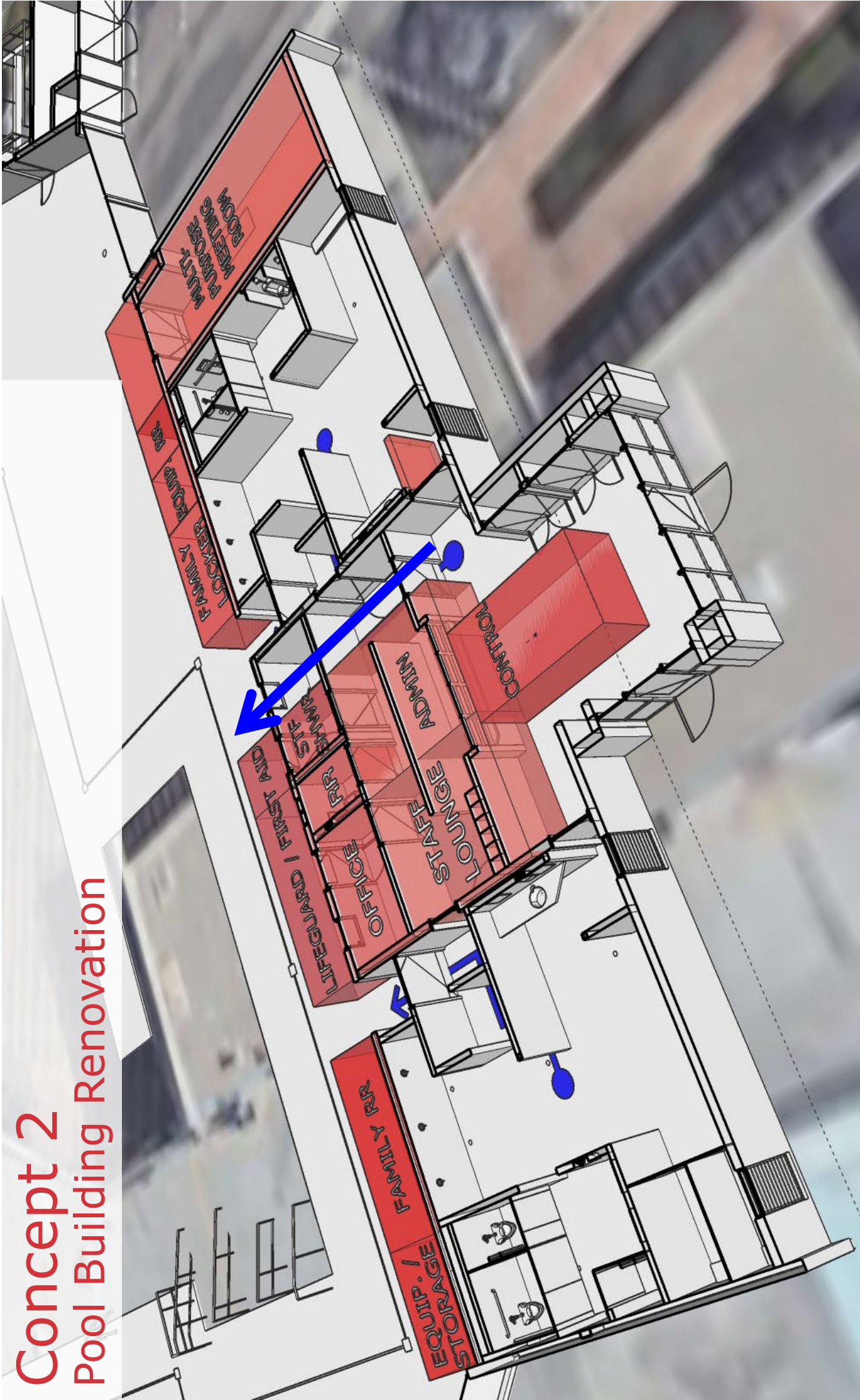
Recommended Enhancements:

6. Replace existing passive solar system
7. Pool deck lockers
8. Renovated mechanical building with new equipment
9. Renovated pool locker room building
10. Building expansion
11. Rooftop photovoltaic solar harvesting panels
12. Enlargement of swimming pool shallow zone
13. Exterior deck showers
14. Replace shade structures



NTS

Concept 2 Pool Building Renovation



Concept 2 Summary

ESTIMATED CONSTRUCTION COST:

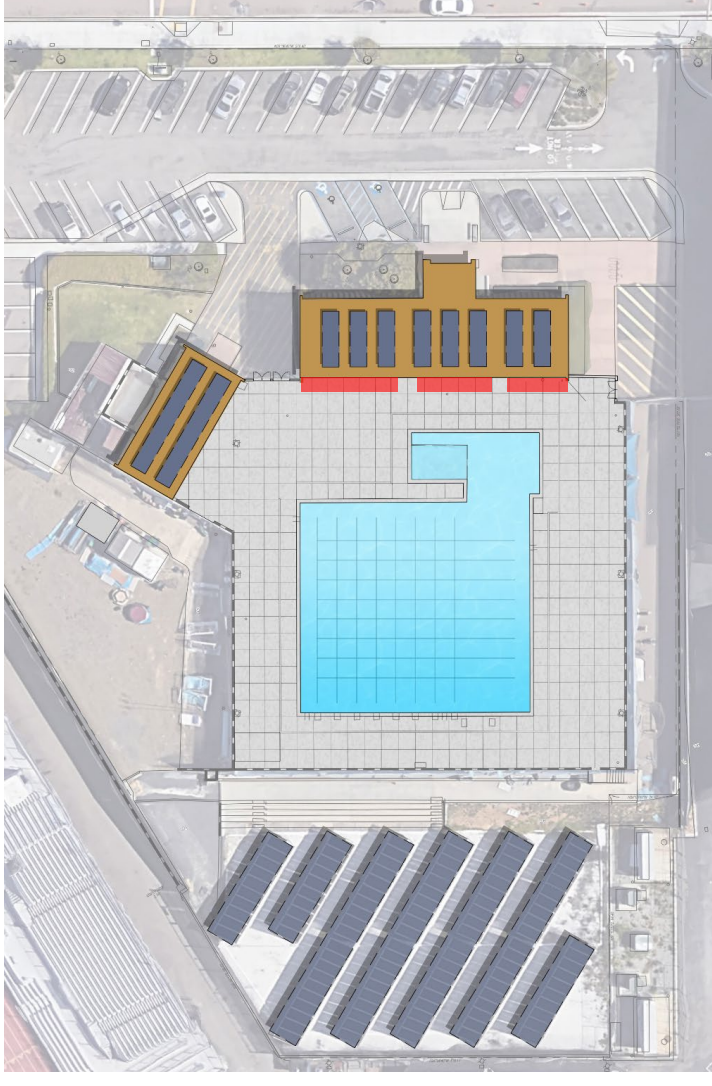
- +/- \$11.2M - \$11.9M

Estimated life span:

- Pool and deck: 12-15 years
- Pool locker room building: 15-20 years
- Site/parking: unchanged

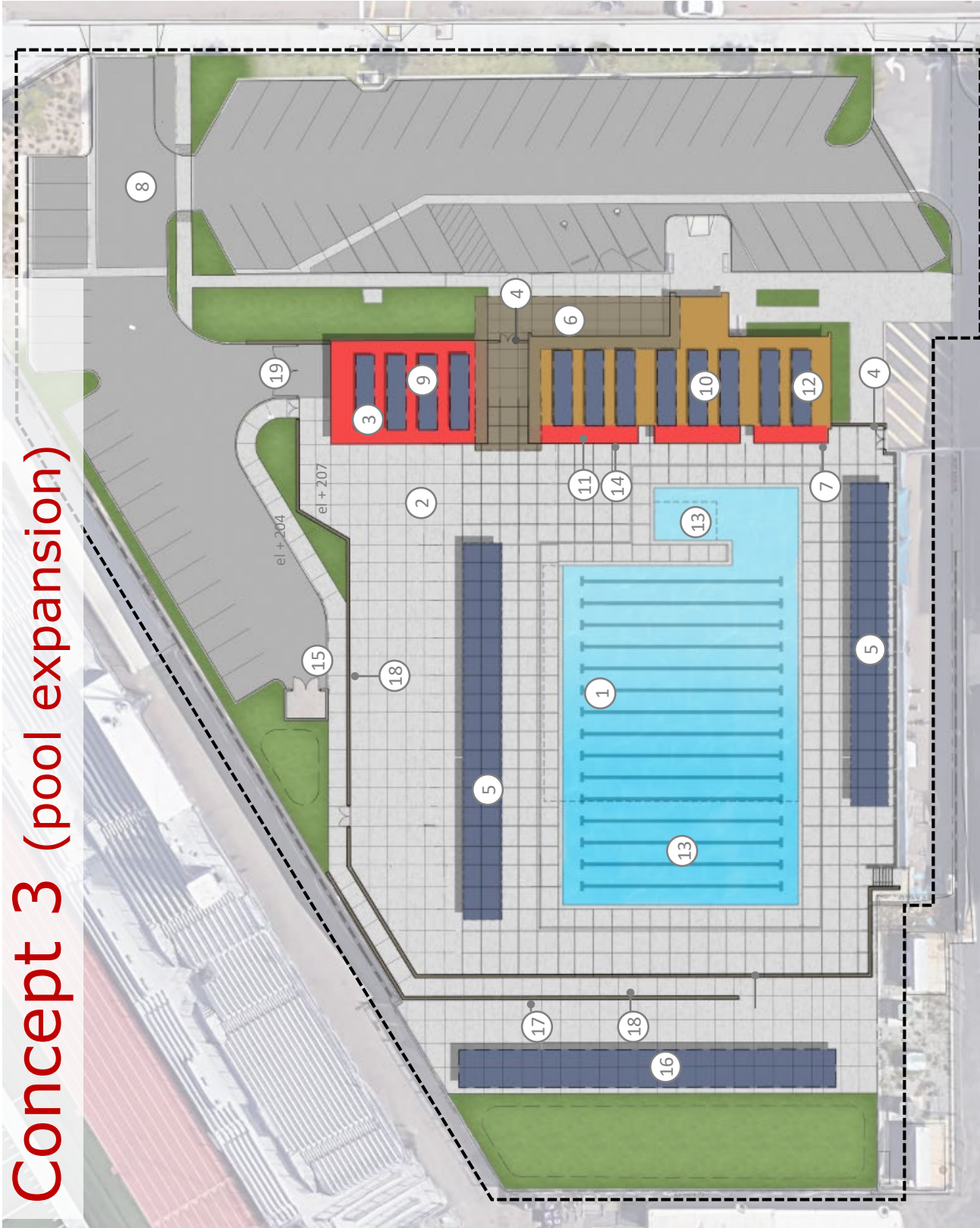
Operational costs:

- Overall net cost improved due to solar gain with new pv solar arrays plus slightly enhanced due to new, higher efficiency pumps and renovated building



note: Cost information is for construction only (does not include soft costs) based on conceptual diagrams and is for scoping purposes only; actual costs may vary significantly depending on market conditions at time of bid

Concept 3 (pool expansion)



CONSTRUCTION ITEM KEY NOTES:

-- limit of work line

Basic Pool Renovation:

1. Replace pool coping, tile, plaster, and piping.
2. Replace existing pool deck and drainage.
3. Replace pool pump, filters and minor mechanical building repair of roof and electrical panel/upgrade.
4. New 8' ht. solid block wall and solid steel gates.

Pool Expansion Enhancements:

5. New shade structures with passive solar system.
6. Entry plaza
7. Pool deck lockers
8. Full depth parking area replacement
9. Relocated and replaced mechanical building with new equipment
10. Renovated pool locker room building
11. Building expansion
12. Rooftop photovoltaic solar harvesting panels
13. Enlargement of swimming pool shallow zone and widening of pool to 33-Meters
14. Exterior deck showers
15. New trash enclosure
16. Storage area under new solar panel structure
17. New +/-6' ht. retaining wall
18. New ramp access to storage area
19. New service area

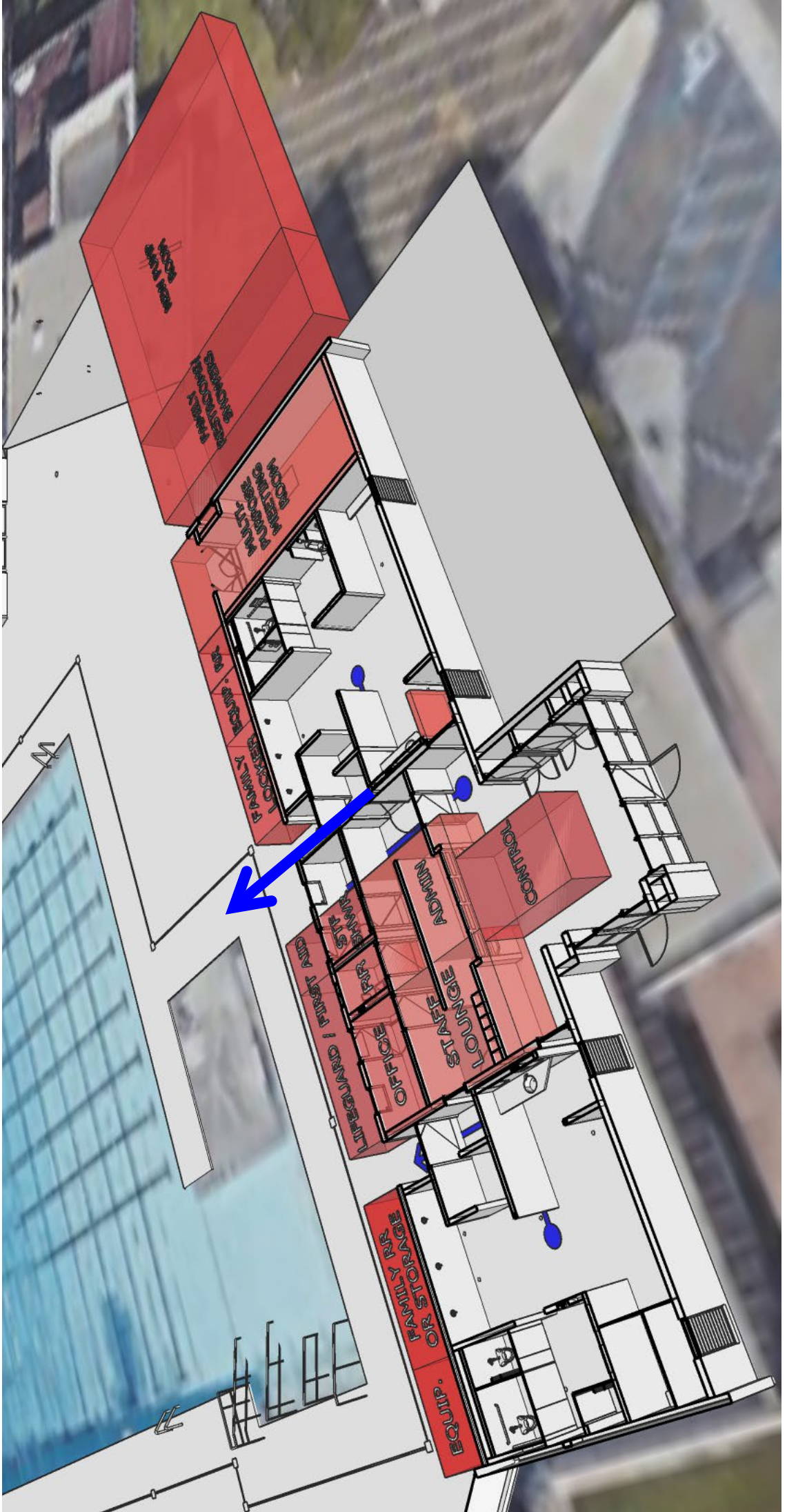


Concept 3 Pool Building Renovation

Jan. 26, 2021

Item #11

Page 25 of 94



Concept 3 Summary

Jan. 26, 2021

ESTIMATED CONSTRUCTION COST:

- +/- \$15.8M - \$16.5M

Estimated life span:

- Pool and deck: 12-15 yrs
- Pool locker room building: 15-20 yrs
- Site/parking: 15-20 yrs

Operational costs:

- Slightly higher cost to operate due to increased water surface area, but decreased energy consumption due to solar gain with new passive and pv solar collectors, and enhanced efficiency due to new higher efficiency pumps, and renovated building systems



note: Cost information is for construction only (does not include soft costs) based on conceptual diagrams and is for scoping purposes only; actual costs may vary significantly depending on market conditions at time of bid

Budget Recap

Budget Recap

Concept 1 Basic*
\$4.2M-\$4.9M

Concept 2
\$11.2M-\$11.9M

Concept 3
\$15.8M-\$16.5M

*Current Construction Budget = +/- \$3,900,000
(based on October 2018 Request for Proposals conceptual estimate)

note: Cost information is for construction only (does not include soft costs) based on conceptual diagrams and is for scoping purposes only; actual costs may vary significantly depending on market conditions at time of bid; costs escalated for future construction estimated to occur from 3/2022 to 10/2022 for Concept 1; or approximately 3/2023 to 5/2024 for Concept 2; or approximately 4/2023 to 9/2024 for Concept 3.*
*Dates for construction assume pursuing the soonest available schedule/election for any single concept.

Project's Estimated Operational Comparison

	Concept 1	Concept 2	Concept 3
Programs	Current offerings Limited swim lessons, limited drop-in lap swim, high school water polo meets, swim meets	Concept 1, plus Enhanced swim lessons, water exercise programs, meeting room rentals, birthday party rentals, day camp programs, lifeguard/CPR classes	Concept 2, plus Enhanced drop-in lap swim, enhanced masters swim program, water inflatables, high school water polo championships, championship swim meets
Expenses	\$958,189	\$944,135	\$1,016,027
Revenues	\$243,216	\$338,100	\$460,038
Net Ann. Cost	\$714,973	\$606,035	\$555,989
Ann. Savings	Baseline	\$108,938	\$158,984

- notes:
1. Cost information is based on conceptual diagrams and is for scoping purposes only; actual costs and revenues may vary significantly
 2. Cost calculations for Concept 2 and 3 include energy savings from installation of photovoltaic solar harvesting system (see slide 16)
 3. Cost calculations are in current dollar value, and 12/2020 labor rates; revenue values assume no COVID-19 restrictions are in place

Operations Summary – PV Solar Array

Jan. 26, 2021

Category	Concept 1	Concept 2	Concept 3
Solar Array Size	not in budget*	4,194 s.f.	5,840 s.f.
Annual Power Generated		101,260 kWh/yr	140,990 kWh/yr
Annual Power Savings		\$13,600/yr	\$19,000/yr

Item #11

Page 30 of 94

- Notes: 1. Cost information is based on conceptual diagrams and is for scoping purposes only; actual costs and revenues may vary significantly
- *2. Basic Concept 1 excludes solar; in the future if the City desires to add PV to the existing solar structures, the annual power savings for the project is estimated at \$9,560 per year (2,939 sf. Array generating 44 kW)



**MONROE
STREET POOL
IMPROVEMENTS**

**PUBLIC INPUT
REPORT**



Monroe Street Pool Improvements Public Input Report

Table of Contents

	<u>Page</u>
Introduction	3
Monroe Street Public Outreach Process	4
Online Input	4
Next Steps	17

Introduction

The City of Carlsbad is taking a new approach to community engagement based on several key principles:

- Members of the public have a right to be involved in decisions affecting their lives.
- Adequate time and resources are provided to allow for meaningful public involvement.
- The public involvement planning process is begun at the earliest stages of decision-making.
- Opportunities for public involvement are clearly defined, including the decision or decisions to be made, the decision-making process and how the public has influenced the decision.
- It is the city's responsibility to seek out and facilitate the involvement of those interested in or affected by a decision. The city errs on the side of reaching out to people who might not be interested, rather than potentially missing people who are.
- Diverse participation helps ensure a broad range of perspectives is considered.
- Public involvement processes are designed to enable members of the public to participate in ways comfortable and convenient for them.
- City staff provide balanced and factual information to the public and do not engage in advocacy.
- Public dialogue strives for a focus on values over interests and positions.
- Members of the public do not need to have technical expertise to provide valuable input. Their everyday experiences as members of the community have intrinsic value to even the most complex and technical decisions.
- Public involvement planning is coordinated across all city departments to ensure consistency and avoid process fatigue.



Monroe Street Pool Improvements

The city is considering three options for improving the Monroe Street Pool next to Carlsbad High School.

The City of Carlsbad's Monroe Street Pool is 38 years old and requires maintenance to remain operational and in compliance with current health and building codes. While the city makes required upgrades, there is an opportunity to also make other enhancements to the pool. City staff are exploring three different approaches for the project.

The city gathered input on the three options for the project through an online survey to help develop an approach for improving the Monroe Street Pool that will best reflect the community's needs, values and priorities. This report includes the feedback from the public input gathering process.

Online Input

The Monroe Street Pool Improvements online survey provided an opportunity for members of the public to provide input at a time convenient to them.

Aug. 31 – Sep. 30, 2020

944 respondents

23,964 individual responses

591 comments

Detailed information about the responses for all questions is available in the appendices.

About the Findings

By providing a way for the public to provide input at a time that is convenient to them, decision makers can hear from a larger and more diverse group of community members. Respondents were asked to disclose where they live, and the system prevented more than two responses per computer IP address (a computer's unique address). However, unlike a scientific survey, the findings of this process cannot be generalized to the entire Carlsbad population within a defined level of confidence.

That's why the input in this report should be considered with a similar weight as other qualitative forms of feedback that have always been part of the city's decision-making process, such as comments made at City Council meeting or emails sent to the city expressing an opinion.

Overall Themes

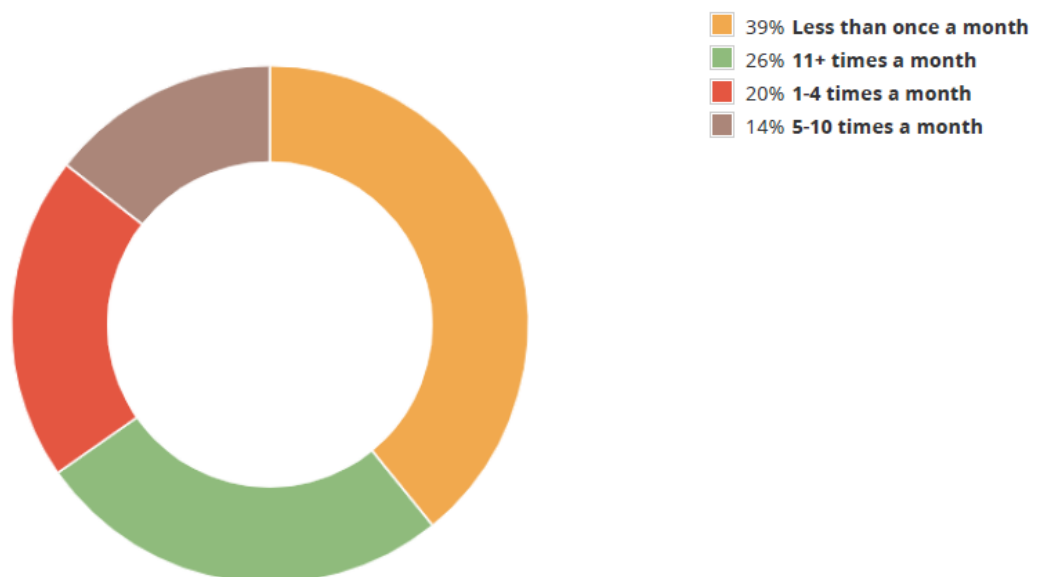
Comments have been analyzed to identifying key themes. Readers are strongly encouraged to read the verbatim comments in the appendices to get a better understanding of specific ideas, priorities and concerns expressed. Following are some of the key themes from the online comments:

- Construction impacts/duration
- Energy Efficiency
- Facility improvements (jacuzzi, lockers/showers, larger pool, entrances, recreation swim area, etc.)
- Fees to use pool
- Funding/cost
- Increased availability
- Second 50-meter competition pool at Alga Norte (in addition to Monroe Street Pool Improvements)
- Youth sports access

Differences Among Subgroups

In most cases, responses did not differ significantly when comparing subgroups, such as residents vs. nonresidents or based on geographic location.

Question 1: On average, about how many times a month do you use the Monroe Street Pool (prior to the COVID-19 closure and limitations)?



922 respondents

Question 2: What pool uses interest you (check all that apply)?

A significant majority of the respondents (68%), stated they use the pool for lap swimming. Most other users also listed recreation/fun (49%), youth/private sports (29%), school sports (28%), and swim lessons (28%) as their main use of the Monroe Street Pool. Less frequent uses included water aerobics (13%), birthday parties (11%), and adult private/club team sports (10%).

68%	Lap swimming	484 ✓
41%	Recreation/fun	288 ✓
29%	Youth private/club team sports	209 ✓
28%	School team sports	198 ✓
28%	Swim lessons	196 ✓
13%	Water aerobics	89 ✓
11%	Birthday Parties/Events	75 ✓
10%	Adult private/club team sports	73 ✓
3%	I don't use the pool	22 ✓

710 Respondents

Considering the Options

Participants were presented with the following chart, outlining the details and differences between the three options presented plus a visual concept of each design:

	Option 1	Option 2	Option 3
Pool activities			
Pool shallow end slightly larger		●	●
Widen pool from 25 yards to 33 meters			●
Add more lessons and recreational swim plus water e) classes, camps, lifeguard training and CPR		●	●
50% more lap swim lanes			●
Host larger swimming and water polo competitions			●
Pool deck			
Add pool deck lockers		●	●
New exterior deck showers		●	●
Replace shade structures over bleachers		●	●
New shade structures with solar panels over bleacher:			●
Larger pool deck			●
Building(s)			
Renovate locker rooms		●	●
Larger lobby		●	●
New entrances, including outdoor option (don't need			●
Meeting/event/birthday party room			●
New trash enclosure, service area and storage area			●
Mechanics/operations			
Replace tile, plaster, piping, pool deck, drainage, pum	●	●	●
Minor repair of the mechanical building roof	●	●	●
Electrical panel upgrade	●	●	●
A new 8 ft perimeter fence with steel gates to reduce	●	●	●
Limited equipment refurbishment/ renovation neede	●		
Renovate mechanical building with new equipment		●	
Relocating and replacing mechanical building with ne			●
Replace existing solar system		●	●
Install rooftop photovoltaic solar panels		●	●
Six new parking spaces and replace parking area asph			●
	Option 1	Option 2	Option 3
Construction cost	\$4.2 M – \$4.9 M	\$11.2 M -- \$11.9 M	\$15.8 M -- \$16.5 M
<i>(cost – energy savings and revenue from use)</i>	\$714,973	\$606,035	\$555,989
Expected life	12 – 15 yrs pool 12 – 15 yrs building	12 – 15 yrs pool 15 – 20 yrs building	12 – 15 yrs pool 15 – 20 yrs building 15 – 20 parking lot
Construction time	6 - 8 months	10 – 14 months	12 -18 months

Pool Improvements Option 1

Option 1

Monroe Street Pool



Mechanics/operations

- Replace tile, plaster, piping, pool deck, drainage, pumps and filters
- Minor repair of the mechanical building roof
- Electrical panel upgrade
- A new 8 ft perimeter fence with steel gates to reduce sound coming from the pool
- Limited equipment refurbishment/ renovation needed to continue pool use

Pool Improvements Option 2

Option 2

Monroe Street Pool



Pool activities

- Pool shallow end slightly larger
- Add more lessons and recreational swim plus water exercise
- classes, camps, lifeguard training and CPR

Pool deck

- Add pool deck lockers
- New exterior deck showers
- Replace shade structures over bleachers

Building(s)

- Renovate locker rooms
- Larger lobby

Mechanics/operations

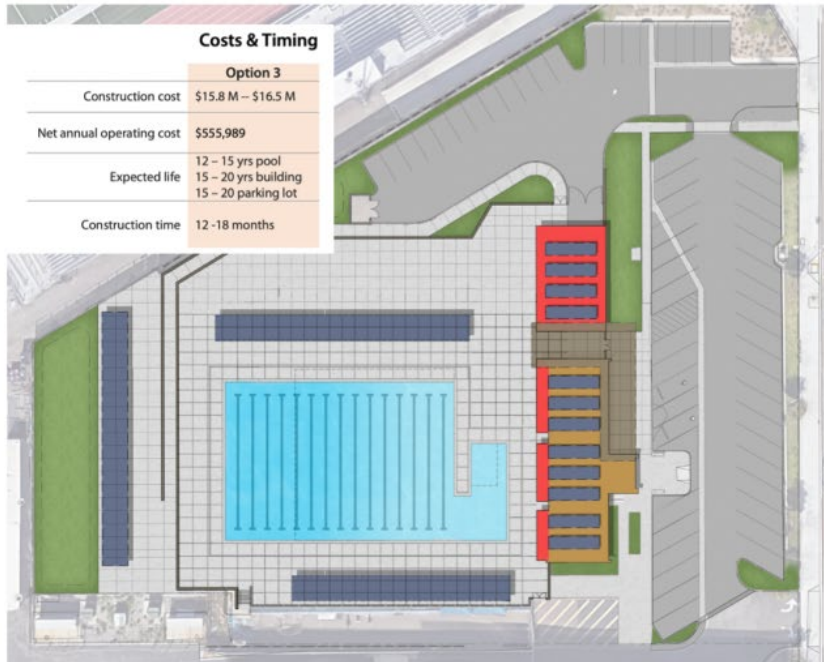
- Renovate mechanical building with new equipment
- Replace existing solar system
- Install rooftop photovoltaic solar panels

Plus improvements included in Option 1

Pool Improvements Option 3

Option 3

Monroe Street Pool



Pool activities

- Widen pool from 25 yards to 33 meters
- 50% more lap swim lanes
- Host larger swimming and water polo competitions

Pool deck

- Larger pool deck
- New shade structures with solar panels over bleachers and on other side of pool

Building(s)

- Meeting/event/birthday party room
- New trash enclosure, service area and storage area

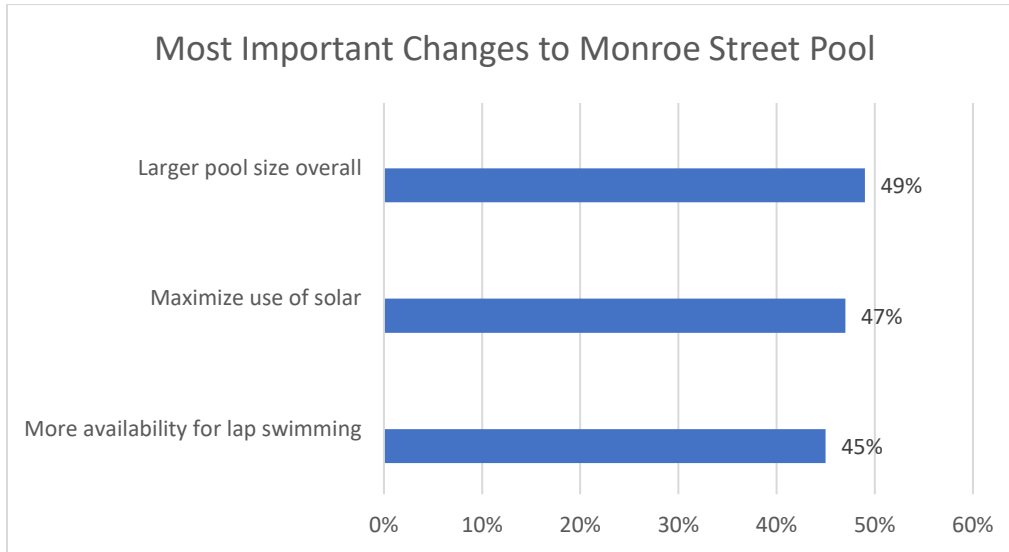
Mechanics/operations

- Relocating and replacing mechanical building with new equipment
- Six new parking spaces and replace parking area asphalt

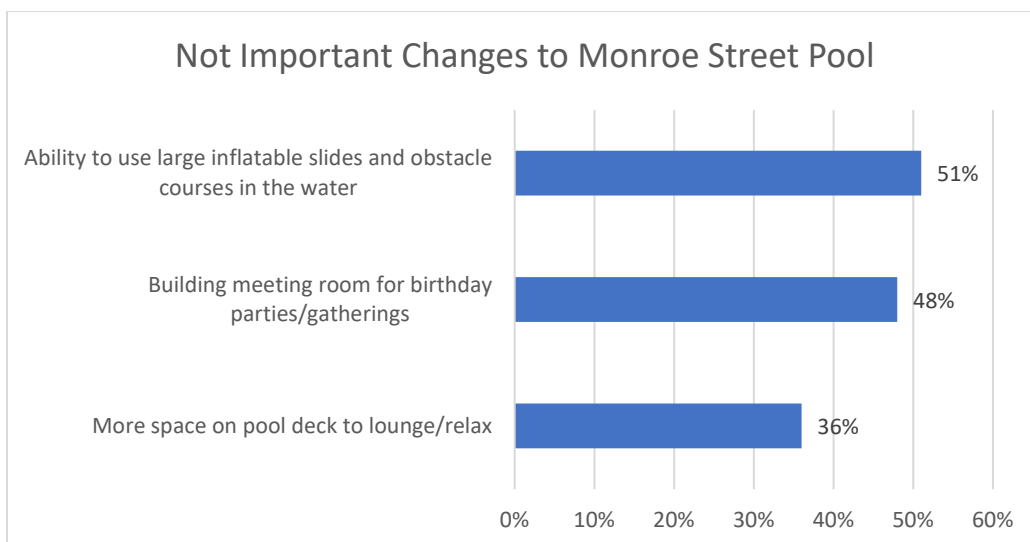
Plus improvements included in Options 1 & 2

Question 3: Please tell us how important you think the following potential changes are, with 1 being not important and 5 being the most important.

The following chart shows the three potential changes to the Monroe Street Pool that were most important to respondents and the percentage of respondents who ranked them as 5 (most important). These included increasing the overall size of the pool (49%) maximizing use of solar (47%) and more availability for lap swimming (45%).



Here are the three potential changes to the Monroe Street Pool that respondents considered least important and the percentage of respondents who ranked them as 1 (not important). These included the ability to use large inflatable slides and obstacle courses in the water (51%), building a meeting room to hold birthday parties and other gatherings (48%) and more space to lounge on the pool deck (36%).



Here is complete summary of how each potential change was ranked.

	1 (Not important)	2	3	4	5 (Most important)
More room for kids to play in the pool	25% 1 (Not important)	14% 2	20% 3	18% 4	24% 5 (Most important)
More availability of lanes for lap swimming	11% 1 (Not important)	8% 2	18% 3	18% 4	45% 5 (Most important)
More availability for school team sports	18% 1 (Not important)	13% 2	24% 3	16% 4	29% 5 (Most important)
More availability for youth private/club team sports	26% 1 (Not important)	18% 2	20% 3	12% 4	23% 5 (Most important)
More availability for adult private/club team sports	32% 1 (Not important)	24% 2	22% 3	11% 4	11% 5 (Most important)
More space on the pool deck to lounge/relax	36% 1 (Not important)	18% 2	20% 3	16% 4	10% 5 (Most important)
Building meeting room to host birthday parties or other gatherings	48% 1 (Not important)	17% 2	18% 3	10% 4	6% 5 (Most important)
More shade structures	13% 1 (Not important)	12% 2	23% 3	28% 4	23% 5 (Most important)
Fully renovated/upgraded pool equipment	6% 1 (Not important)	6% 2	20% 3	26% 4	42% 5 (Most important)

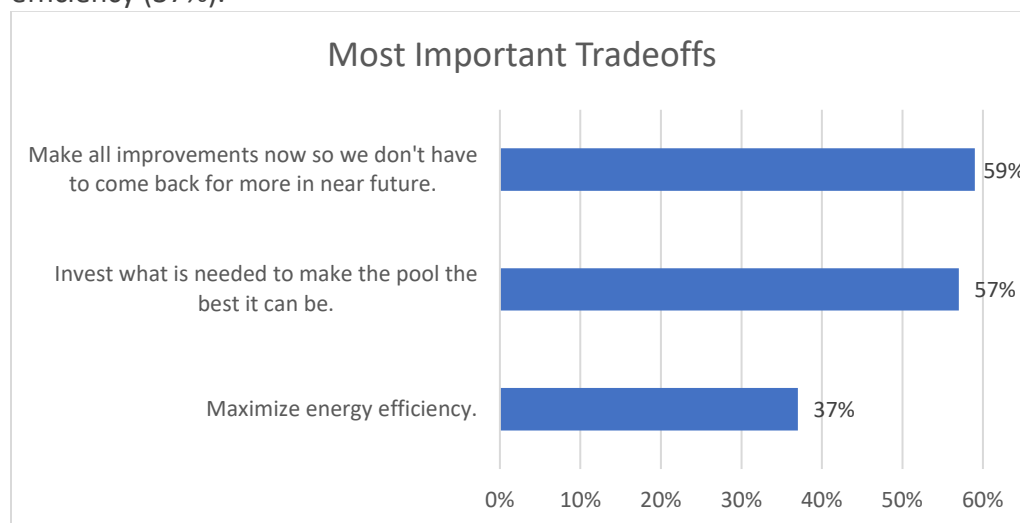
	1 (Not important)	2	3	4	5 (Most important)
Maximize the use of solar	6% 1 (Not important)	5% 2	16% 3	26% 4	47% 5 (Most important)
More on-site parking	18% 1 (Not important)	13% 2	26% 3	24% 4	18% 5 (Most important)
Ability to enter pool without walking through shower rooms	23% 1 (Not important)	10% 2	21% 3	24% 4	22% 5 (Most important)
More swimming lessons available	22% 1 (Not important)	18% 2	26% 3	19% 4	14% 5 (Most important)
Water exercise classes available	28% 1 (Not important)	19% 2	24% 3	16% 4	14% 5 (Most important)
Larger shower rooms	26% 1 (Not important)	17% 2	23% 3	21% 4	12% 5 (Most important)
More modern shower rooms	17% 1 (Not important)	12% 2	22% 3	27% 4	23% 5 (Most important)
More privacy in shower rooms	20% 1 (Not important)	14% 2	22% 3	23% 4	21% 5 (Most important)
Outside lockers on the pool deck	33% 1 (Not important)	16% 2	24% 3	16% 4	11% 5 (Most important)

	1 (Not important)	2	3	4	5 (Most important)
Outside showers on the pool deck	19% 1 (Not important)	15% 2	27% 3	26% 4	14% 5 (Most important)
Space better suited for swim meets and water polo matches, including spectator areas	23% 1 (Not important)	14% 2	21% 3	16% 4	27% 5 (Most important)
Larger pool size overall	11% 1 (Not important)	6% 2	14% 3	20% 4	49% 5 (Most important)
Ability to use large inflatable slides and obstacle courses in the water	51% 1 (Not important)	15% 2	15% 3	8% 4	10% 5 (Most important)

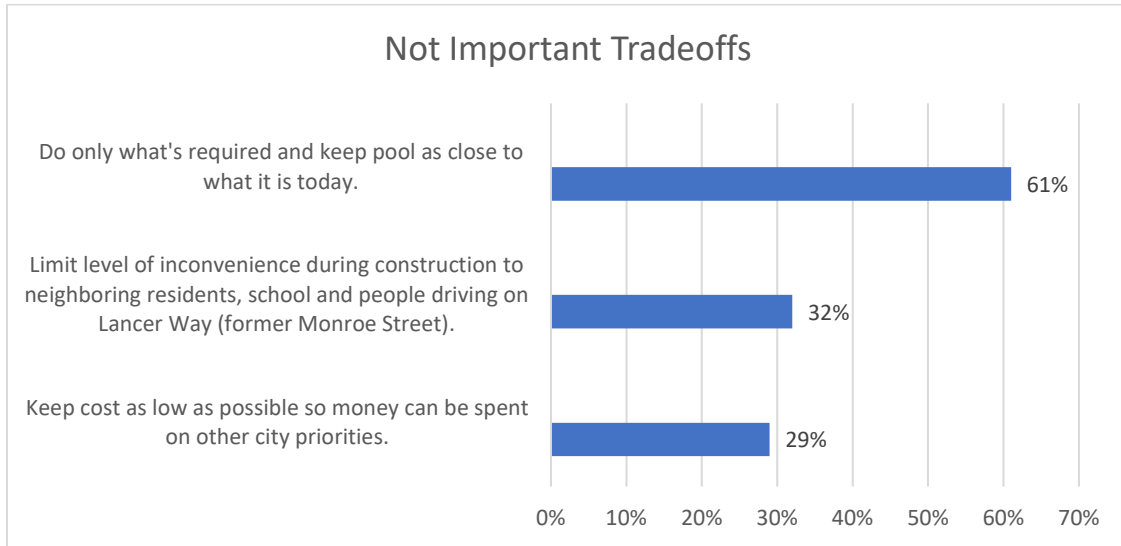
684 respondents

Question 4: Each of the three options involves some tradeoffs. Please indicate the importance of each of the following, with 1 being not important at all and 5 being most important.

The following chart shows the three tradeoffs that were most important to respondents and the percentage of respondents who ranked them as 5 (most important). These included making all improvements now so we don't have to come back for more in the near future (59%), investing what is needed to make the pool the best it can be (47%) and maximizing energy efficiency (37%).



Here are the three tradeoffs that the most respondents considered not important and the percentage of respondents who ranked them as 1 (not important). These included doing only what's required and keep the pool as close to what it is today (61%), limiting the level of inconvenience during construction to neighboring residents, the school and people driving on Lancer Way (former Monroe Street) (32%) and keeping costs as low as possible so money can be spent on other city properties (27%).



Here is complete summary of how each tradeoff was ranked.

	1 (Not important)	2	3	4	5 (Most important)
Limit the amount of time the pool will be closed for construction.	28% 1 (Not important)	17% 2	21% 3	12% 4	22% 5 (Most important)
Limit the level of inconvenience during construction to neighboring residents, the school and people driving on Lancer Way (former Monroe Street).	32% 1 (Not important)	21% 2	23% 3	12% 4	11% 5 (Most important)
Maximize energy efficiency.	6% 1 (Not important)	8% 2	22% 3	28% 4	37% 5 (Most important)
Keep the cost as low as possible so money can be spent on other city priorities.	29% 1 (Not important)	25% 2	30% 3	10% 4	7% 5 (Most important)
Invest what is needed to make the pool the best it can be.	3% 1 (Not important)	4% 2	15% 3	21% 4	57% 5 (Most important)
Choose a project that be completed as soon as possible.	27% 1 (Not important)	25% 2	25% 3	8% 4	15% 5 (Most important)
Make all the improvements now so we don't have to come back for more in the near future.	4% 1 (Not important)	4% 2	10% 3	22% 4	59% 5 (Most important)
Do only what's required and keep the pool as close to what it is today.	61% 1 (Not important)	15% 2	12% 3	4% 4	8% 5 (Most important)

616 respondents

Question 5: Please rank the three options from most to least favorite:

Ranking		Rating
		most favorite= 1 least favorite = 3
Highest ranking	1 Option 3 – most improvements, highest cost, longest construction time	1.40
	2 Option 2 – moderate improvements, mid-range cost, moderate construction time	1.78
Lowest ranking	3 Option 1 – fewest improvements, lowest cost, shortest construction time	2.50

Next Steps

The City of Carlsbad will provide the input gathered from the community with the City Council in early 2021 to assist in deciding how ultimately to proceed with the project.



MONROE STREET
POOL
IMPROVEMENTS

APPENDICES



DRAFT

Monroe Pool Improvements Appendices

Appendices Table of Contents

Social media comments	4
Online survey metrics summary	5
Online survey comments	15
Email comments	41
Geographic distribution of survey respondents	42

DRAFT

MONROE STREET POOL IMPROVEMENTS

APPENDICES

Facebook Input

A small number of survey related comments were posted in response to the Facebook promotions for the online survey. Below are the verbatim comments.

The screenshot shows a Facebook post from the 'City of Carlsbad - Official' page, dated September 10 at 10:15 AM. The post text reads: 'The city is considering three options for improving the Monroe Street Pool next to Carlsbad High School. Would you take a few minutes to let us know what you think? Please take the survey before 9/15. Dive San Diego North Coast Aquatics Carlsbad High School Boys Water Polo Carlsbad Water Polo Moonlight Beach Water Polo Club SDA Foundation <https://loom.ly/ptuHhml>'. The post has 8 reactions (likes and hearts), 1 comment, and 2 shares. Below the post are several comments from users: Julie Macias (Plan 2), Michael Hedrick (Hot tub!), Natalie Helen Nucho (Why we love Carlsbad!), Suzanne Hallett and Teri Ellis (Suzanne Hallett Swam there 4 times last week!), and Melanie Wolf Murnane (Kayci Lange Wasko I chose Option 3.).

City of Carlsbad - Official
September 10 at 10:15 AM · 🌐

The city is considering three options for improving the Monroe Street Pool next to Carlsbad High School. Would you take a few minutes to let us know what you think? Please take the survey before 9/15. Dive San Diego North Coast Aquatics Carlsbad High School Boys Water Polo Carlsbad Water Polo Moonlight Beach Water Polo Club SDA Foundation <https://loom.ly/ptuHhml>

8 Reactions · 1 Comment · 2 Shares

Like · Comment · Share

Oldest ▾

Julie Macias
Plan 2 👍
Like · Reply · 3w

Michael Hedrick
Hot tub!
Like · Reply · 5w

Natalie Helen Nucho
Why we ❤️ Carlsbad! Thanks for listening! Love our community pools.
Like · Reply · 5w

Suzanne Hallett
Teri Ellis
Like · Reply · 5w

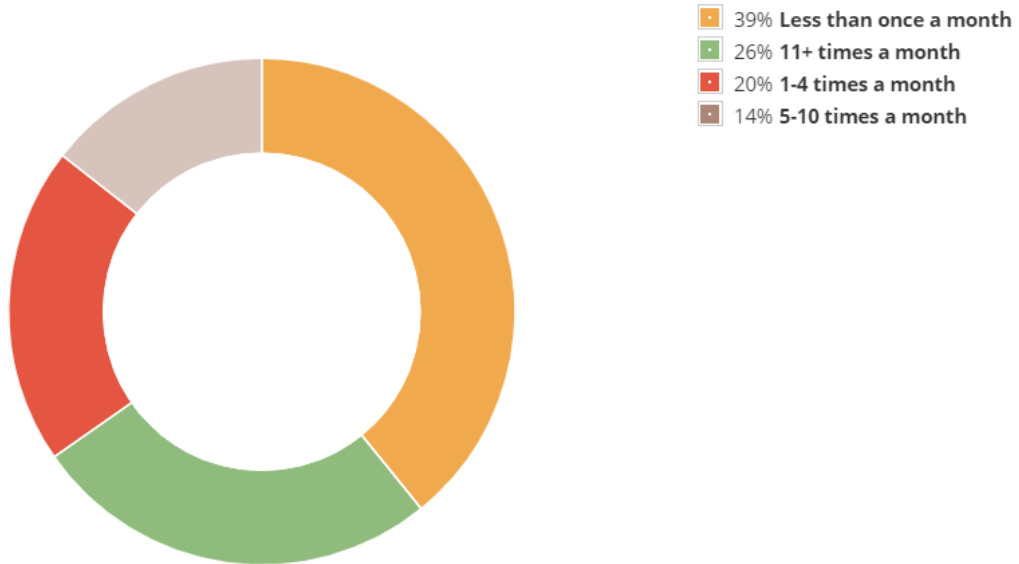
Teri Ellis
Suzanne Hallett Swam there 4 times last week! Nice pool, very clean!
Like · Reply · 5w

Melanie Wolf Murnane
Kayci Lange Wasko I chose Option 3.
Like · Reply · 4w

Online Input

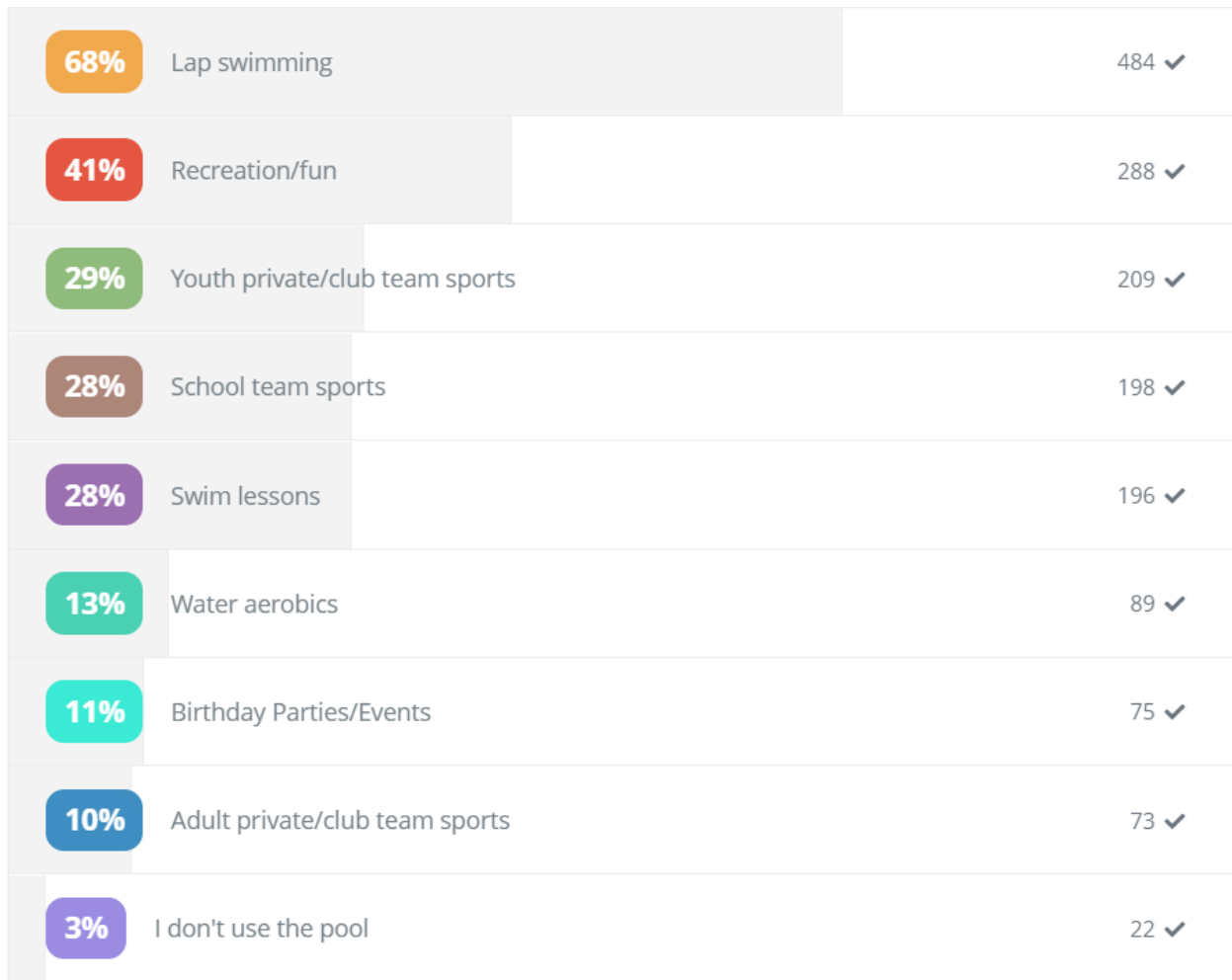
Comments provided in the open ended question have been listed above. Here, we look at the answers for all participants.

Question 1: On average, about how many times a month do you use the Monroe Street Pool (prior to the COVID-19 closure and limitations)?



922 respondents

Question 2: What pool uses interest you (check all that apply)?



710 Respondents

Question 3: Please tell us how important you think the following potential changes are, with 1 being not important and 5 being most important.

	1 (Not important)	2	3	4	5 (Most important)
More room for kids to play in the pool	25% 1 (Not important)	14% 2	20% 3	18% 4	24% 5 (Most important)
More availability of lanes for lap swimming	11% 1 (Not important)	8% 2	18% 3	18% 4	45% 5 (Most important)
More availability for school team sports	18% 1 (Not important)	13% 2	24% 3	16% 4	29% 5 (Most important)
More availability for youth private/club team sports	26% 1 (Not important)	18% 2	20% 3	12% 4	23% 5 (Most important)
More availability for adult private/club team sports	32% 1 (Not important)	24% 2	22% 3	11% 4	11% 5 (Most important)
More space on the pool deck to lounge/relax	36% 1 (Not important)	18% 2	20% 3	16% 4	10% 5 (Most important)

	1 (Not important)	2	3	4	5 (Most important)
Building meeting room to host birthday parties or other gatherings	48% 1 (Not important)	17% 2	18% 3	10% 4	6% 5 (Most important)
More shade structures	13% 1 (Not important)	12% 2	23% 3	28% 4	23% 5 (Most important)
Fully renovated/upgraded pool equipment	6% 1 (Not important)	6% 2	20% 3	26% 4	42% 5 (Most important)
Maximize the use of solar	6% 1 (Not important)	5% 2	16% 3	26% 4	47% 5 (Most important)
More on-site parking	18% 1 (Not important)	13% 2	26% 3	24% 4	18% 5 (Most important)
Ability to enter pool without walking through shower rooms	23% 1 (Not important)	10% 2	21% 3	24% 4	22% 5 (Most important)
More swimming lessons available	22% 1 (Not important)	18% 2	26% 3	19% 4	14% 5 (Most important)
Water exercise classes available	28% 1 (Not important)	19% 2	24% 3	16% 4	14% 5 (Most important)
Larger shower rooms	26% 1 (Not important)	17% 2	23% 3	21% 4	12% 5 (Most important)
More modern shower rooms	17% 1 (Not important)	12% 2	22% 3	27% 4	23% 5 (Most important)
More privacy in shower rooms	20% 1 (Not important)	14% 2	22% 3	23% 4	21% 5 (Most important)

	1 (Not important)	2	3	4	5 (Most important)
Outside lockers on the pool deck	33% 1 (Not important)	16% 2	24% 3	16% 4	11% 5 (Most important)
Outside showers on the pool deck	19% 1 (Not important)	15% 2	27% 3	26% 4	14% 5 (Most important)
Space better suited for swim meets and water polo matches, including spectator areas	23% 1 (Not important)	14% 2	21% 3	16% 4	27% 5 (Most important)
Larger pool size overall	11% 1 (Not important)	6% 2	14% 3	20% 4	49% 5 (Most important)
Ability to use large inflatable slides and obstacle courses in the water	51% 1 (Not important)	15% 2	15% 3	8% 4	10% 5 (Most important)

684 respondents

Question 3: Each of the three options involves some tradoffs. Please indicate the importance of each of the following, with 1 being not important at all and 5 being most important.

	1 (Not important)	2	3	4	5 (Most important)
Limit the amount of time the pool will be closed for construction.	28% 1 (Not important)	17% 2	21% 3	12% 4	22% 5 (Most important)
Limit the level of inconvenience during construction to neighboring residents, the school and people driving on Lancer Way (former Monroe Street).	32% 1 (Not important)	21% 2	23% 3	12% 4	11% 5 (Most important)
Maximize energy efficiency.	6% 1 (Not important)	8% 2	22% 3	28% 4	37% 5 (Most important)
Keep the cost as low as possible so money can be spent on other city priorities.	29% 1 (Not important)	25% 2	30% 3	10% 4	7% 5 (Most important)
Invest what is needed to make the pool the best it can be.	3% 1 (Not important)	4% 2	15% 3	21% 4	57% 5 (Most important)
Choose a project that be completed as soon as possible.	27% 1 (Not important)	25% 2	25% 3	8% 4	15% 5 (Most important)
Make all the improvements now so we don't have to come back for more in the near future.	4% 1 (Not important)	4% 2	10% 3	22% 4	59% 5 (Most important)
Do only what's required and keep the pool as close to what it is today.	61% 1 (Not important)	15% 2	12% 3	4% 4	8% 5 (Most important)

616 respondents

DRAFT

Question 4: Please rank the three options from most to least favorite.

88%	Option 3	Rank: 1.40	586 ✓
77%	Option 2	Rank: 1.78	514 ✓
73%	Option 1	Rank: 2.50	491 ✓

Online Comments

Respondents had an opportunity to provide open-ended comments at the end of the survey.

What else would you like us to consider?
<p>Take action and spend the money necessary to make the 38 year old Monroe Street Pool a state of the art facility that serves all age segments of the Carlsbad population, and which supports all programs that modern aquatic centers typically provide. The pool, the deck areas, the mechanical and chemical rooms, as well as, the locker rooms and administrative spaces at the Monroe Street Pool are physically disgusting and are an embarrassment to the City of Carlsbad. The Mayor and the City Council should: 1) tour both the Monroe Street Pool and the Alga Norte Aquatic Center to see firsthand just how terrible the physical situation is at the Monroe Street Pool; and 2) take note of the differences in aquatic programs, lessons, and special events that are offered at each of the two pools listed above. Build it and they will come.</p> <p>Other things to consider: orient new shade/solar structures so that shade is cast on to some parts of the pool surface ; extend the deck on the north side of the pool and add a 3 lane warm water pool for instruction and therapy; the pool is often underutilized when sports teams and clubs rent only a portion of the pool and the general public is not allowed to use available lap lanes and the shallow water "foot" portion of the pool that has an ADA compliant zero-depth entry ramp (this typically occurs during weekday nights and on the weekends.</p>
<p>Would like to see more ways to bring in awareness of the facility for events</p>
<p>Add a pool at Alga Norte before completing this project.</p>
<p>Create a option/s for community to sponsor activities and or memorials or features for the pool area. Examples; score board, clocks, rec areas, championships. A sponsor's wall or an area where families could donate in exchange for a brick used in construction of a walkway/wall, etc. Our family has used the pool since it opened.</p>
<p>Option #4, build an additional pool at Alga first since it's already plumbed for it and the city can't meet the current pool demands. Then the current users at Monroe could Be pushed over to use Alga during The Monroe renovation.</p>
<p>Water sports, swimming and water polo are a growing sport (especially water polo). Every school, city rec facility in Orange County CA has built a new olympic size pool to accommodate the growing sports. Carlsbad can increase revenue if you provide a facility that can host water polo tournaments and swim meets. As it is right now, and I'm sure you are well aware, the amount of infighting that occurs over pool space is ridiculous. You have community swimmers verbally abusing children who show up to participate in a club sport, you have club sports fighting with the school over pool space. The high school fights for space for the youth in your very own community. CHS should have 1st access to provide athletic sports. (Sage Creek should have put their own pool in, especially since they had the funding to do so). Resident complaints are listened to over young growing families in the community. Carlsbad is NOT a retirement community, the youth should be on the forefront of every recreation department decision! Pool space is in high demand, in every city from northern CA to southern CA!</p>

What else would you like us to consider?
<p>add hot jacuzzi pool</p>
<p>It would be great to have a hot tub/therapy pool for the older patrons like myself</p>
<p>Think about additional ways to encourage more "green" practices and to promote health equity- i.e. bike parking to encourage more bike riding, charging stations for electrical cars, bus access to the pool, Carlsbad rec classes at the pool, wifi and outlets for students who may need to do homework at swim meets, etc.</p>
<p>The survey was thorough. Nothing to add.</p>
<p>The covid pandemic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Monroe has to be done right, not the lowest cheapest bid, as large as possible, the best bid and contractor for the job.</p> <p>How will the city pay for Monroe reconstruction? Where do all the users of Monroe go when they are displaced during construction? If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger and better. Original construction at Alga was plumbed for another facility and the pool space will be used by the community and user groups. There is huge demand for pool time in Carlsbad. This approach would be successful, and needs to have community involvement beyond a survey. I would like to see the city hold a workshop to review this rare opportunity, get feedback from users and groups that use the pools daily.</p>
<p>Add an additional pool to Alga Norte pool facility. It is already plumbed for it and will alleviate the issues of Monroe being closed</p>
<p>Expand the pool at Alga Norte to mitigate the downtime at Monroe St</p>
<p>We have loved using the reservation for the pool for our child to swim during quarantine! It's been one of the few things we can do as a family! I hope construction could be done in the winter so it would be open again when the weather is warm. I like that the Monroe street is less crowded and afraid (selfishly) that upgrades would bring more crowds :)</p>
<p>Add pool to Alga Norte or other location for youth aquatic programs. Carlsbad is an aquatic community lacking access for elementary, middle, and high school kids</p>

<p>What else would you like us to consider?</p>
<p>The covid demic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Monroe has to be done right, not the lowest cheapest bid, as large as possible, the best bid and contractor for the job.</p> <p>How will the city pay for Monroe reconstruction? Where do all the users of Monroe go when they are displaced during construction? If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger and better. Original construction at Alga was plumbed for another facility and the pool space will be used by the community and user groups. There is huge demand for pool time in Carlsbad. This approach would be successful, and needs to have community involvement beyond a survey. I would like to see the city hold a workshop to review this rare opportunity, get feedback from users and groups that use the pools daily.</p>
<p>add a fitness center</p>
<p>Put a 50 meter pool at Alga Norte. So many of us on the south end of town clog up ECR driving back and forth to MSP. It's nuts that we live so close to an aquatics complex that doesn't have the pool our kids need.</p>
<p>Please don't close the pool during the pandemic. It's one of the few places we can go for cardio exercise. Let wait a year or two!</p>
<p>Low noise level for neighbors, less parking congestion for the neighbors, and low cost for residents.</p>
<p>Pool has looked like shit please upgrade everything.</p>
<p>I filled out the 1-5 dots in each category. But I keep getting a message at the bottom "Your responses have been submitted, but it looks like you have one question left: Please tell us how important you think the following changes are rating 1-5."For some unknown reason (68 year old on a computer) it keeps giving the same message at the bottom.</p>
<p>My family and I have used the pool since 1993 for every aspect. This is a great opportunity! Energy savings and all the items in Option 3 are worth accomplishing! Get it all done with the short term disruption (no more than football field, less than the new classroom buildings). Thanks to the Monroe Street Pool, my three daughters all became excellent swimmers, and water polo players. Two became WSIs and Lifeguards. I took them to Baby and Me, then through all the levels with the excellent instructors. I always wished for more room for a family to bring their children during open hours (larger shallow section). I swam Masters and Adult Lap. Thank you for this opportunity to comment!!</p>
<p>Can you do the project in phases to reduce the amount of time the pool will be closed? 6 months is fair but 12-18 months feels like a lifetime! We will miss our pool!</p>
<p>School isn't in right now but it may be soon...</p>
<p>Keep the handicap rail! Please!</p>

What else would you like us to consider?
Slightly warmer water, especially in colder weather
More pool, amenities not so important. We've learned in this COVID period that we can still have great use of the pool without any locker rooms. Not that we don't want locker rooms of course, but it's the pool and its lanes that are most important to most people.
A warm recreational pool like Alga! 😊
Summer movie nights in the pool
Private Showers Larger Pool
Shame on you for prioritizing a stupid swimming pool during this time. Keep it as is now and get your priorities in order
Jacuzzi
I kind of like the fact that Monroe pool is a little more simpler than Alga Norte. It was nice to take my kids there to swim in the summer w/o the busyness that Alga had. So I don't know if I'd want the inflatable option.
Locker room surface materials, drains, ventilation and plumbing should be selected for improved hygiene.
Perhaps some heaters in the locker rooms, they're pretty cold during the winter months.
Create the pool for school swim meets and allow for schools to utilize the pool for practice and meets.
i walk in the pool. so i'd like to see enuf space that is no higher than 3.5' to walk with my pool walking friend. we walk everyday in the pool. 7 days.
Carlsbad is growing younger (especially Old Carlsbad) - we should prioritize for youth. Carlsbad waterpolo and NCA are wonderful institutions that allow our children to grow - we should enable them. Lap swim, rec swim, masters swim are all wonderful as well, but you sports should take priority. Love our city, thanks for the chance to weigh in!!!
Please consider energy use and cost. There are a lot of rebates and financing options available through SDG&E.
The use of the pool at Alga Norte for outside swim teams limits the use for city of Carlsbad residents. Although it is a stream of income, it seems that it does not serve the community at large. I would like to see Monroe serve the community with more swim lanes and keep it more of a community pool
I filled this out a 2nd time because I learned something important. My son played club and high school polo for most of his life and we paid to use the facilities. Club sports are important to community members and should be partially funded by our taxes. PLEASE DO NOT INCREASE THE COST to club teams/players. We DO NOT want youth sports to only be available to wealthy families, nor should we

What else would you like us to consider?

expect the team to do constant fundraising. They are already paying for coaches and tournaments, etc. THE BETTER YOUR POOL, the more opportunity to host swim meets and tournamants that raise money. I heard that polo families are asking for Option 1 ONLY because they are afraid you'll pass additional charges on to them. In addition, with ALL of the building done in this town, YOUR DEVELOPERS should be paying for things like pool upgrades. This happens in other towns all the time and should be a priority for Carlsbad. Polo is huge in So Cal and Carlsbad pools should reflect this. Also, as I mentioned last time, EACH CARLSBAD POOL SHOULD OFFER WATER AROBICS for adults. I should not have to drive across town when there is an unused pool at the same time. You should be encouraging pool use and making it extremely accessible in BOTH parts of town. THANK YOU

Option 4! As a 47 year swimmer with 2 kids who've grown up in competitive swimming and water polo in San Diego, we lack pools! We knew this before Covid, but it's become more self-evident during Covid. Swimming is a non-impact sport which works every muscle in the body. Virus doesn't transfer in the pool with the chemicals. It's the safest place for swimmers of all abilities. My kids and I swam in La Jolla on the front end of Covid, during the disgusting red tide, because all pools were closed in San Diego. I'm an assistant swim coach for a SD high school, and the only practice time we are able to acces at a local pool since our school doesn't have a pool is 6-7:15 am five days a week. We're blessed to have this time, but it's insufficient for us to evolve our swim team.

There is a great opportunity to do more than is being proposed and to do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Let's rebuild the Monroe Street pool with an eye on the future of swimming in the Tamarack/Carlsbad Village Drive neighborhood, and beyond. My family drives to Monroe Street 3 times a week from Del Mar for water polo training. It's a 40 minute drive round trip. So let's develop a great MSP facility by adding another pool to Alga Norte in the process. We attend swim meets at Alga and even played a high school water polo game there. There's such tremendous support for and interest in Alga that another pool on the grounds would certainly be utilized. This is opportunity to add swimming facilities to Alga before maximizing the potential of Monroe Street. Let's do it!

I put in for option 2 because of the proposition for solar voltaic cells on the roof, otherwise, I'd be ok with fixing the pumps and filters and to be done with it.

The covid demic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Monroe has to be done right, not the lowest cheapest bid, as large as possible, the best bid and contractor for the job. How will the city pay for Monroe reconstruction? Where do all the users of Monroe go when they are displaced during construction? If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger and better. Original construction at Alga was plumbed for another facility and the pool space will be used by the community and user groups. There is huge demand for pool time in Carlsbad. This approach would be successful, and needs to have community involvement beyond a survey. I would like to see the city hold a workshop to review this rare opportunity, get feedback from users and groups that use the pools daily.

If they pool will be closed for renovation for up to 18 months, where are the sports/clubs being rehoused? Alga Norte would not be able to absorb all the sports/clubs from Monroe Street Pool. Where

<p>What else would you like us to consider?</p> <p>do all the users of Monroe go when they are displaced during construction? I have one daughter that does sports at Alga Norte and another that does sports at Monroe. Both locations' schedules are full! We need more pool space in Carlsbad and North County as a whole. I would like to see an option to expand Alga Norte as well as upgrade Monroe. If you are going to put forth a bond, why not make it a bond to build a 50 meter at Alga Norte before closing Monroe, then build Monroe larger and better. I have been informed that original construction at Alga was plumbed for another facility, and the pool space will be used by the community and user groups. Part of your survey asks to rate "Make all the improvements now so we don't have to come back for more in the near future." This is important. Let's do this right the first time!</p>
<p>Ensure cleanliness and safety, no slip surfaces, what about a small splash pad?</p>
<p>Carlsbad is an aquatic community and we need more pool space. I prefer option #3 but I have major concerns about the construction time. Alga Norte doesn't have enough water to accommodate all user groups and lap swimmers currently, so it will not be able to accommodate the needs of the community when Monroe Street is under construction.</p> <p>The covid pandemic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Monroe has to be done right, not the lowest cheapest bid, as large as possible, with the best bid and contractor for the job.</p> <p>I suggest adding an option #4. The Alga Norte site is plumbed for another 50m pool, so I suggest constructing another pool on the Alga Norte site prior to the Monroe Street project. If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger and better. There is huge demand for pool time in Carlsbad. This approach would be successful, and needs to have community involvement beyond a survey. I would like to see the city hold a workshop to review this rare opportunity, get feedback from users and groups that use the pools daily.</p>
<p>Set asides for adults and seniors better demarcated in construction so it will not a matter of dispute</p>
<p>Solar should be a priority for all options. Parking should not be as it is to be a neighborhood facility and large event parking should be coordinated with the over-sized HS parking lot...which should also have solar.</p>
<p>Is there no room to fit a 50m pool there? Alga is extremely popular on Sunday mornings because they have that capability.</p>
<p>Add more lanes and another pool for kids. Add a jacuzzi.</p>
<p>Keep the streets safe from speeders. Don't charge for parking.</p>
<p>Are there revenue opportunities? For example, does Option 3 allow for polo tournaments that will in exchange offset some of the increased costs?</p>
<p>More rec swim time/availability including diving boards.</p> <p>Willing to accept the short term pain of the pool being closed for a year+ in order to have a significantly upgraded pool experience when it is complete.</p> <p>Continue to put priority on community and school use.</p>

What else would you like us to consider?
<p>Make sure there are alternatives available (at Alga Norte or elsewhere) during closure.</p>
<p>Please consider the impact if you remodel this facility to everyone that currently uses the pools. I understand that there is a potential to expand the Alga Norte Facility. This would give the community greater access and would help with the impact while Monroe was under construction if the Alga Norte Facility expansion was completed first.</p>
<p>Would like to see a presentation explaining the 3 options in more detail; so my ranking is contingent on getting a better understanding of the 3 bundled options through a presentation or similar. Can the bundling of the options be changed?</p>
<p>I think there should be another high dive available for rec swim. It would also be nice if there were more shower heads in the locker room because I am in water polo and the showers get very crowded after practice. Also making the pool better better suited for games would be nice. The gutter in the pool had a lot of gum stuck to it so having that be scraped off would be very nice.</p>
<p>We absolutely need a larger pool at this location to accommodate the high school, club sports and public use.</p>
<p>Carlsbad NEEDS to consider an additional option for a temporary solution during active construction of the Monroe pool facility. Water Polo is a HUGE program here in Carlsbad that seems to be less of a priority when considering pool time for the club. Where will these clubs go during construction at Monroe? Alga Norte can not accommodate all the swimmers, clubs etc when Monroe is inaccessible during construction. What is your temporary solution to the ever growing pool needs? As I understand, Alga Norte is plumbed for an additional pool. I propose to have this pool added prior to the renovations at Monroe so that the needs can be met while Monroe is not accessible.</p>
<p>PLEASE consider ways to add pool availability at Alga Norte for club/team sports (like water polo) BEFORE closing Monroe for upgrades. Our child uses the pool at least 4X per week for practice and her team will be decimated if they don't have space to continue practicing.</p>
<p>We have a truly first-class water polo and swim program associated with Carlsbad High School. If this pool is to continue to be associated with the high school, it really needs to be upgraded for those purposes, which will also benefit the entire community. Alga Norte works well for swim lessons, etc., for younger children who are transported to lessons by their parents, but this pool is the only practical option for high school students who must access the pool either before or after school, many of whom are not yet old enough to be driving to an alternate location. The down-time during construction will not be convenient, but the final outcome will be worth it.</p>
<p>Cost for useage</p>

What else would you like us to consider?

Carlsbad, Please consider an Option #4 I think the city will look to float a bond for \$16 million in construction costs for MSP option #3. There is tremendous pool time demand in the area. Why not take this opportunity to build out a 50 meter at Alga Norte before touching MSP. That allows all users of MSP to transfer to a new facility while MSP is built into another great and sizable facility. It may mean a \$16million bond becomes \$35-40 million. None of us want an increased tax bill, we get them all the time for good purposes. The school district passed one recently for \$265 million approx. That is around .65 per thousand of value on each property, a guess on \$40 million for Alga and MSP would add about \$75 per year to a tax bill. The covid demic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Monroe has to be done right, not the lowest cheapest bid, as large as possible, the best bid and contractor for the job.

How will the city pay for Monroe reconstruction? Where do all the users of Monroe go when they are displaced during construction? If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger and better. Original construction at Alga was plumbed for another facility and the pool space will be used by the community and user groups. There is huge demand for pool time in Carlsbad. This approach would be successful, and needs to have community involvement beyond a survey. I would like to see the city hold a workshop to review this rare opportunity, get feedback from users and groups that use the pools daily.

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Option #4

Carlsbad is an aquatic community and we need more pool space. I prefer option #3 but I have major concerns about the construction time. Alga Norte doesn't have enough water to accommodate all user groups and lap swimmers currently, so it will not be able to accommodate the needs of the community when Monroe Street is under construction. I suggest adding an option #4. The Alga Norte site is plumbed for another 50m pool, so I suggest constructing another pool on the Alga Norte site prior to the Monroe Street project.

A fourth option:

Carlsbad is an aquatic community and we need more pool space. I prefer option #3 but I have major concerns about the construction time. Alga Norte doesn't have enough water to accommodate all user groups and lap swimmers currently, so it will not be able to accommodate the needs of the community when Monroe Street is under construction. I suggest adding an option #4. The Alga Norte site is plumbed for another 50m pool, so I suggest constructing another pool on the Alga Norte site prior to

What else would you like us to consider?

the Monroe Street project.

The covid demic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family.

Monroe has to be done right, not the lowest cheapest bid, as large as possible, the best bid and contractor for the job.

How will the city pay for Monroe reconstruction? Where do all the users of Monroe go when they are displaced during construction? If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger and better. Original construction at Alga was plumbed for another facility and the pool space will be used by the community and user groups. There is huge demand for pool time in Carlsbad. This approach would be successful, and needs to have community involvement beyond a survey. I would like to see the city hold a workshop to review this rare opportunity, get feedback from users and groups that use the pools daily.

Option #4

Carlsbad is an aquatic community and we need more pool space. I prefer option #3 but I have major concerns about the construction time. Alga Norte doesn't have enough water to accommodate all user groups and lap swimmers currently, so it will not be able to accommodate the needs of the community when Monroe Street is under construction. I suggest adding an option #4. The Alga Norte site is plumbed for another 50m pool. I suggest constructing another pool on the Alga Norte site prior to the Monroe Street project.

Go Big and do it all at once to minimize the long-term impact on the community and set us up for the best possible situation going forward for future generations of aquatic users.

18 days ago

The Carlsbad community is extremely water oriented, from sports to leisure and we need more pool space! Option #3 would be my choice from the options above, but in order to accomplish this necessary renovation, the construction time will impact youth sports and adult usage in a big way. Alga Norte is another great aquatic facility in Carlsbad but it doesn't have enough pool space to accommodate everyone who wants to use it currently, much less take care of the needs of the community when the Monroe Street is under construction. I think we should consider an additional 4th plan...The Alga Norte pool was constructed with the ability to add an additional 50m pool when the need for more pool space came up an that time is now! I would like to see us complete the additional 50m pool at Alga Norte prior to beginning the remodel on the Monroe pool so that the construction at the Monroe facility can be done properly and have as little impact as possible on the growing number of Carlsbad residents who need to access our City's aquatic resources.

Can you add an Option 4 please? I like Option #3 but I have major concerns about the construction time. The Alga Norte site is plumbed for another 50m pool, so I suggest constructing another pool on the Alga Norte site prior to the Monroe Street project.

Making sure the high school water polo and swim teams have somewhere to practice during construction is my first priority!!

What else would you like us to consider?
Option 3 have everything needed
Make it available to the community in general. Have more time for kids and families to enjoy the pool as free time
Since the city has two pool sites it would be better suited for the school meets to be scheduled at Alga
Even after this project is complete, Carlsbad still won't have enough water to support community demand. I suggest a fourth option, building the pool at Alga Norte that it is plumbed to support.
I think that keeping what is best/most convenient for the students in mind should overshadow what is best for the surrounding homeowners when it comes to the timeframe and construction. I think the community as a whole should have more access to the pool than the students.
If we are prioritizing mixed use housing near downtown Carlsbad (building apartments near the freeway where Denny's used to be) we should be upgrading other city facilities they will be using.
Our children need a place to play sports and participate in team events, as this keeps them focused and out of trouble. \$15M is a drop in the bucket for a city of this size and economic stature. Just do it and be done.
Shade is important and size. Maximize the space.
Maximize the project so that we can get the most out of it. Don't skimp. It's been needing upgrading since I was a kid.
Building another pool at Alga Norte prior to commencing the refurbishment of the Monroe Street Pool. Between adult and youth club swim and water polo, Carlsbad and Sage Creek HS team use, and community use, our city could certainly make use of another pool. I believe all the infrastructure is already in place at Alga Norte.
We have a fancy pool / Alga. We need more pool for just swimming for everyone's pool!!! Swimming is luxury... the most senior or kids could not be affordable. For prevent kids drawn and senior health the cost should be more reasonable as Poway!
Carlsbad is an aquatic community and we need more pool space. I prefer option #3 but I have major concerns about the construction time. Alga Norte doesn't have enough water to accommodate all user groups and lap swimmers currently, so it will not be able to accommodate the needs of the community when Monroe Street is under construction. I suggest adding an option #4. The Alga Norte site is plumbed for another 50m pool, so I suggest constructing another pool on the Alga Norte site prior to the Monroe Street project.
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<p>How about an option 4, in which you build a new pool At Alga first so that no one has to go for over a year without the use of a pool? The money is there and the room is there at Alga as well. Build at Alga first. Then build at Monroe and let all Monroe users have priority at the new Alga first during Monroe construction. Too many people from the public and youth user groups will be left with no where to go.</p>
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<p>Expanding and building another pool at Alga Norte as it has been plumbed to do so. Would allow overall more games to be played and spectators to attend. Also, this would help while proper construction is being done at Monroe St Pool.</p>
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<p>snack bar area</p>
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<p>What else would you like us to consider?</p>
<p>We are a water town. More kids could participate in a team pool activities if more pool time were available. Right now, our club gets pushed to late evenings which does not work for all kids. Further, Monroe is the most run down of all pools we've seen or been to.</p>
<p>I would like to see a hybrid of option 2 and option 3. Seems the City has already prioritized expanding shallow play areas over swimming in lanes, people should have more alternatives to choose from. Why not make an alternative where the swimming pool is expanded to accommodate swimming, without improving showers, etc.? Maybe your poll will inform this, and additional plans will be forthcoming, but in my experience the City will make thier own option and choose that one regardless of public input. We saw this recently with the proposed off-leash area at Village H. Sigh.</p>
<p>Aquatic needs of the community. Please have another viable option for sports teams available before doing construction on the Monroe pool. The time is too lengthy to not have other available options for youth sports, particularly because these kids have already had major restrictions on other sports due to COVID and these outdoor spaces provide a safer outlet for the community in general.</p>
<p>Would like to see pool at sage creeek</p>
<p>Option #4 Carlsbad is an aquatic community and we need more pool space. I prefer option #3 but I have major concerns about the construction time. Alga Norte doesn't have enough water to accommodate all user groups and lap swimmers currently, so it will not be able to accommodate the needs of the community when Monroe Street is under construction. I suggest adding an option #4. The Alga Norte site is plumbed for another 50m pool, so I suggest constructing another pool on the Alga Norte site prior to the Monroe Street project.</p>
<p>Expand Alga Norte's ability to accommodate swimmers/polo club/CHS teams during construction.</p>
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<p>A fourth option</p>
<p>Alga norte is already piped for another 50 meter pool. I suggest you build another pool at Alga norte BEFORE you disrupt the already sortage of pools to this community. Between NCA, Cbad Water Polo and</p>

What else would you like us to consider?
Seaside WP all would be extremely disrupted if you start construction at Monroe without an alternative place for kids to practice. Also would disrupt the high school teams and swim season which has been turned upside down due to Covid already. Why out these kids through more disappointments. Please consider the timing of this project and the trickle down consequences it will have on so many youth programs .
Sage Creek also should start a water polo program. it's one of the only N County Schools not to have one. CHS program is overcrowded.
Expand Alga before starting Monroe construction so there is minimal disruption to school and club aquatics programs that are so important and popular. Any project should carefully consider and mitigate disruption to youth/ school aquatics and water polo programs.
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A splash pad or more toddler friendly options
What is the update on the sound mitigation. The neighborhood is enduring 60 hours of noise. This needs to be address as promised by previous Parks and Rec Director. This noise is affecting property values.
Keep it simple. people want to swim laps and have a shower room.
Either redo or get rid of shower room and do not have ppl need to walk through it
To keep springboard diving both 1 and 3 meter for Junior Olympic, novice, high school, lessons programs
Option 2 is My second choice and option one is my third choice
It is absolutely essential to improve community access to the pool for lap swim, water aerobics, swim lessons. The value of the pool to the community is reduced if there are not enough lap lanes available for Carlsbad residents to be able to come in and swim laps. It is also important that youth sport access to the pool is available so our children are not forced to practice late in the day (after typical dinner hours) on school days when they must wake up early the next morning for school.
Our city needs this!!
More hours, more lanes for lap swim; take the cell tower away (next to the pool); NO MASKS, walk-in use, 1-hour time use (not 45 mins)
Pool is closed to too many events

What else would you like us to consider?
Please keep the diving boards and have a way for tweens and teens to have fun recreational swim
<p>The covid demic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Monroe has to be done right, not the lowest cheapest bid, as large as possible, the best bid and contractor for the job.</p> <p>How will the city pay for Monroe reconstruction? Where do all the users of Monroe go when they are displaced during construction? If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger and better. Original construction at Alga was plumbed for another facility and the pool space will be used by the community and user groups. There is huge demand for pool time in Carlsbad. This approach would be successful, and needs to have community involvement beyond a survey. I would like to see the city hold a workshop to review this rare opportunity, get feedback from users and groups that use the pools daily.</p>
Limiting the amount of time that the pool will be closed is important to us since Alga is very far from us and therefore is not an option for lessons and sports.
Covered solar parking area, for more energy.
I don't really like any of the option/ presented. Costs seem way too high. How utilized is the pool and how much more utilized do you expect after upgrades?
I only like option 3 because of more shade and solar. The event space and parking spaces are not needed and could be cut from the budget. My kids hope to have diving boards available again, including space for dive team at the high school.
<p>WITH ALL THE WASTED MONEY ON THAT BOONDOGGLE GOLF COURSE, HOW ABOUT SOMETHING RESIDENTS CAN REALLY USE??? THERE IS NOTHING BUT UPSIDE TO THIS KIND OF IMPROVEMENT - IF CARLSBAD CAN THROW AWAY MONEY FOR A FEW WEALTHY BUDDIES TO PLAY GOLF, WE CAN CERTAINLY AFFORD A BETTER AQUATICS FACILITY WHERE IT SHOULD BE IN THIS OLD NEIGHBORHOOD!</p>
The lap swim at the pool and all of the nice people that sit in the front (ie- Melissa) makes me want to move to Carlsbad. I love to go swimming in the wee hours of the morning.
The city pools get a lot of use. Our city has grown considerably since Monroe st. pool was built.
I love the pool exactly as it is but I am only a lap swimmer. Could they speed up whatever project is needed? I am also okay if they just keep it the same if the energy efficiency isn't going to change.
Do NOT want there to be any spectator fees or any other fees to enter for Carlsbad residents. Our taxes already pay for it
Having lap swim lanes available all the time.

What else would you like us to consider?
We need more lap swim lanes.Out door showers & lockers too.Pay more to get it done fast for everyone's benefit.
Top priority should be to the kids in the community especially the Hs teams. Defiantly not for party use. Sports and Rec has always been the priority for exercise and that's how it should remain.
Why did the cost go up? I used to be able to take two kids for \$4... now it is \$10?
please spend money on this pool!! North CARLSBAD should have a pool for its residents that is as nice as Alga Norte!
Jacuzzi
Adding a snack bar for the recreational use.
More Rec swim area
Post Covid social practices reduces spending on meeting areas
The northern (Monroe St.) Carlsbad pool should be as nice or nicer than Alga Norte. Not all of us want a twenty minute (or more) drive to get to aesthetically pleasant, modern, and clean facilities.
It is very important to offer aqua aerobics in the afternoon and early evenings. People shouldn't have to drive to south Carlsbad to enjoy aqua aerobics. Limiting aqua aerobics to only morning times is also discriminatory to those who need to work in the mornings, as it favors those who are either retired or do not need to work for a living. All residents and their time-schedules should be taken into account when offering aquatics fitness programs for adults - which is important! Aqua fitness is more tolerable for those with joint pain and other issues. The pool should also not be dominated by outside organizations and their private programs!
hopefully 3 mo pricing doesnt go up. if people need to go to a larger pool facility they can go alga norte
All three options are inferior to Alga Norte. There is plenty of room to expand into the parking lot for additional amenities. The lot is 10% occupied 10% of the time. A pocket park with permeable service and shade would preferable. There is more than enough on-street parking and after-hours parking at the High School to accommodate any event. Also, that small utility lot to the north is underutilized by the high school. Some of that space could be opened up part-time under a shared use agreement if off-street parking is such a concern.

What else would you like us to consider?

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This current challenge presents us an opportunity to meet the aquatic needs of our community in the right way. My participation in youth aquatic sports through NCA, Carlsbad Water Polo and the high school swimming and water polo programs was the single most important influence in my development. As a direct result of those programs, I was able to attend college at the United States Naval Academy, have a successful 6 year career in the Navy which spring boarded me into my current residence and employment back in Carlsbad. The importance of this pool cannot be overstated for our youth. Monroe Street needs to be developed in such a way to meet all the community needs including swim lessons, lap swim, youth clubs and school teams. Option 3 seems the closest to making this happen, but I think we should go further.

Why not a bond to build another 50 meter at Alga Norte then build Monroe larger and better? My understanding is that original construction at Alga was plumbed for another 50 meter pool. As a water polo coach in Carlsbad, I have seen the immense demand for water time in our area, and understand better than most how this directly impacts our youth. I recommend the city holds a workshop to more fully realize the opportunity here and spend more time gathering information from the community and user groups who use the facilities regularly.

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Build another pool at alga norte or somewhere else where land is available, then once thata done, work on monroe

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Not closing the pool completely during construction

Outdoor properly maintained pools are to our community is important. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for young and old,

What else would you like us to consider?

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There is tremendous pool time demand in the area. Why not take this opportunity to build out a 50 meter at Alga Norte before touching MSP. That allows all users of MSP to transfer to a new facility while MSP is built into another great and sizable facility.

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What else would you like us to consider?
Ensure soundproofing of the deck for residential areas especially under plan 3 due to sound produced by large sporting events.
The size of the pool is a priority for most athletes.
North County needs more world class pools
It will be hard not to have a nearby pool. The Alga Norte one is a lot further and already crowded. I've heard the pools are open now with lane reservations. I really want to get back to swimming again & so will be looking into this. It actually seems like a great idea if there are enough lanes to accommodate swimmers. That's why more lanes would prob be my top priority if the pool is going to be out of commission for its much needed tile & plaster repairs. One thing I do appreciate about the Monroe St. pool is that it always seems to be chemically well balanced without a strong chemical smell or after affects. I hope that will continue.
Having more lanes would be great for lap swimmers & school sports. Making the solar better just seems like the most sensible long term improvement in addition to pool structure & mechanical improvements like tile etc. Other than that, the most important thing would be making pool downtime as short as possible.
Modernize this property please!!! It has so much potential and it would be awesome for North Carlsbad to get some nice facilities like south Carlsbad has.
Make the pool 25 x 50 meters. The world swims in meters.
pay lifegaurds more
Allowing more public lap swim lanes and times. The private clubs get priority too much. It's a public pools for the city and it's people who pay for it, not a private sports venue.
This was very difficult to read. Circles were too pale.
Please minimize construction time so CHS swim/ dive team can continue much needed use of the pool
Doing minor repairs and building a new pool at Calavera community center.
Could not find a field in which to answer previous questions so I will do it here. Most favorite is option 3, least favorite is option 1
This facility has been a life changer over the years for many in and out of Carlsbad. Not only for the school use, yet for the community too. It should be respected and recognized as such and given the best, representing Carlsbad as the great city it is.
Keep pool open allowed as little money
Water exercise classes and lap swimming should be at BOTH pools. No one should have to drive across town. This should lead to more people using the pools.

What else would you like us to consider?
Please be sure to keep the diving boards.
An area for birthday parties shouldn't be that important. let them have parties at Alga Norte or a private place. But all the rest should be done.
I am excited to see any changes or improvements :D
1 Hour Swim Slots Half shade on part of each lane or ends of each lane Temperature checks on all participants
The payback of the savings does not add up. our savings are less than \$160K/year based on adding the additional optional items and your payback on the difference you would spend is over 40 years. Unless you can rent the facility out to make up additional revenue the numbers don't add up to making this a much better pool vs. just updating what is necessary.
I don't want my taxes to increase for a pool that I don't use. School and private fundraisers can be utilized to make improvements, as they are the ones using it.
Impact to Carlsbad High School sports.
This pool should be as updated as Alga Norte
Please consider adding more ladders.
An additional pool in the 92010 area.
Water temp is always too warm. It seems like the temp is to the liking of a few older patrons who complain about cool water. It's impossible to workout there without feeling like you will pass out. I have no idea how the high school sports compete in that. Send the hot water folks to Alga's instructional pool.
Alga Norte is a wonderful facility. It can be overcrowded much of the time. We need a facility in north Carlsbad for our growing community and for kids at the schools to use for practice I.e. swimming/waterpolo. Please spend our tax dollar's wisely and bring this pool into something great for future generations to enjoy.
The covid demic has proven how important outdoor properly maintained pools are to our community. There is a great opportunity to do more than is being proposed and do it right. Pools are a safe place to exercise for you and old, pools launch young into water safety and water polo/swimmers towards futures that include discipline, college and returning to the community to live and raise a family. Monroe has to be done right, not the lowest cheapest bid, the best bid and contractor for the job, How will the city pay for Monroe reconstruction? Where do all the users of Monroe go when they are displaced during construction? If a bond is used for Monroe - why not a bond to build a 50 meter at Alga Norte before closing Monroe then build Monroe larger better. Original construction at Alga was plumbed for another facility and the pool space will be used by the community and user groups. There is huge demand for pool time in Carlsbad. This approach could be successful, need to have community

What else would you like us to consider?
involvement beyond a survey. I would be happy to share thoughts and proposal comments.
Consider 50M pool with bulkhead and diving.
I believe even a longer pool, 50 yds or meters, would be advantageous. We have the room with the relocation of the solar panels.
Alga is plumbed for another pool. Dig the hole!!
Do it right for Max use / which comes from kids / sports / teams / clubs. Lap swimmers will still have room..... even more room if they learn to "share".
Carlsbad is a coastal community that should make water safety and aquatics levels of service to the community a priority.
Noise containment for the team activities, etc.
Don't limit yourselves like you did with Alga because of golf course overruns. Do it right. North Carlsbad needs the same amenities that South Carlsbad has. Our kids need pool space. Our community needs safe, fun places to recreate. Swimming is a life skill. The current pool does not cater to those not comfortable with water. We need more shallow water and more lap lanes. Do it right!
Let's have a hot tub! I live in the 90210 zip code, and when I swim, I go to Aviara for the hot tub!
Hot tub!!!!
Please take into consideration that our tax dollars are used to fund this pool and it is not available to most of us on a regular basis. I would suggest that the teams that rent the facilities build their own pool.
Keep construction limited to Monroe and Gayle Streets
I think that the Alga Norte complex is great, but what is needed is a small but still very functional pool at Monroe for residents that live near the village and in North Carlsbad in general. I live in Vista, and know quite a few swimmers that go the Carlsbad pools.
Add hot spa
How are you paying for all this?
More recreational time to play and swim. No more lap lanes. The cost is absurd. You're throwing out millions like it's nothing.. for a swimming pool! Take bids from other businesses.
More available time for water exercise classes, lessons, and free swim
The pool is only going to last 12-15 more years. Let's do the least expensive renovation to keep the pool open with some improvemnts to the locker room/showers and wait to do changes to the pool itself until

<p>What else would you like us to consider?</p> <p>such time when the entire pool needs to be renovated. Some inexpensive shower curtains would help in the locker room. Some open shelves on deck for our pool bags would keep the deck tidy and some shade structure on deck for people who need to limit sun exposure. Also access to pool without going thru the locker rooms should be made available without significant expense.</p>
<ol style="list-style-type: none"> 1. Shade over a portion of the pool to protect swimmers from unnecessary direct UV exposure and risk of sun cancers. 2. Add a small workout room similar to AlgaNorte pool.
<p>Sound barrier for the neighborhood when games are on.</p>
<p>Four CRITICAL items for your consideration:</p> <ol style="list-style-type: none"> 1) Energy Efficiency is very important, but the technology is still 2 to 3 years out. So please make provisions without commitments. (Call me for more details, your current direction is very short sighted. Paul Bullara 760-889-0948.) 2) Our city's infrastructure is inadequate for the growth we have allowed over the past 5+ years. So another pool is desperately needed. If this is not what you wanted to hear, STOP the growth ! ! ! 3) Building in stages will allow for minimal downtime. If you would like some (free) ideas on how to structure your build, please call me. 4) More focus is needed on middle age and senior health, and swimming is one of the most ideal exercises out there. So the city can have a true impact by considering this perspective more closely.
<p>Heat pool to allow for comfort of younger kids during lessons and arthritis/MS swimmers. Disabled swimmers need a heated pool.</p>
<p>There is an excellent facility down at Alga, consider the amount of taxpayer money you are spending.</p>
<p>Do not close pool or start any renovations until pandemic is well behind us. It is one of few places people can still go to get exercise - much needed while we are under restrictions with gyms not open, etc.</p>
<p>We need good pools in Carlsbad for our community and our students. We should not overspend but keep within budget. I choose option 1 because of cost. If option 1 is not chosen, I go with option 3...we might as well get the best facility possible if we are going to invest over \$10 million. Option 2 seems most favorable. It is expensive yet does not make important enough changes, like pool size, for amount of money spent.</p>
<p>Allowing residents more lanes instead of renting out the entire pool to swim clubs after 5 pm. Alga Norte used to have only 1 or 2 lanes for residents to use after 5.</p>
<p>25 yard x 50 meter pool with separate dive well</p>
<p>More bike parking for local residents. Alfa Norte is a good 30 min drive.</p>
<p>Outdoor space is important. I prefer that the city does not build indoor spaces. The weather is beautiful in Carlsbad.</p>

<p>What else would you like us to consider?</p>
<p>Hello, we use the pool several times weekly. I don't have any problem with the building/ locker room/ pool deck set up. We rely on this pool for teaching our children how to swim and about water safety. More kid/family friendly features would be nice, but not as a trade off for down time. Please minimize construction time. Thank you!</p>
<p>No mention of handicap power lift for seniors, this should be a priority</p>
<p>The extra expense in option 3 doesn't come close to being covered by reduced operating costs. Spending \$4 million to save \$50k/yr when you will likely need construction again in 10-12 years doesn't seem to make sense.</p>
<p>Spend extra \$ and do it right!</p>
<p>Adults seem to always take back seat to the youth. Covid Lap swim has shown how important this is to adults with 2 facilities constantly sold out. More lap swimming priority should be considered for Adults!</p>
<p>I agree that the essential components of Monroe's pool need to be repaired and updated. But a large, expensive, and time consuming renovation will severely limit my and other Carlsbad swimmers' access to the exercise we love best. There are few other choices for north county coastal swimmers. Oceanside's Brook St. pool is old and small. Vista and San Marcos don't have lap pools. And Alga Norte's lap schedule is largely dominated by the size and frequency of NCA's workouts and will be further saturated with boys/girls/school/club water polo practices while Monroe is under repair. Please don't do anything fancy with Monroe St. Just get it repaired and back up and running as quickly as possible so it can continue serving the community that relies on it.</p>
<p>Improve Monroe Pool to be as dynamic as Agua Norte or better!</p>
<p>I would love to choose Option 3 however what will be the cost of a quarterly pass for this and each of the other options? Before Covid I paid \$47 for an individual quarterly pass - many of us are retirees who cannot afford the Alga Norte quarterly prices (which is why we swim at Monroe!) . Would the city consider offering a Senior Discount Pass if Optlon 2/3 is chosen? The Alga Pool complex should be utilized for CHS swim meets as it already meets the requirements for NCAA competition.</p>
<p>Is this truly a community pool for all Carlsbad citizens or primarily for Carlsbad High School?</p>
<p>Only fixes that are absolutely necessary should be made.</p>
<p>I choose the lowest cost option because all the options do not change the pool size, that is making it a 50 meter pool. Therefore, I'd rather see construction done sooner so we can all get back in the pool sooner.</p>
<p>Too bad there is not an option 4 where the pool utilizes the area to the west to become 50 meters.</p>
<p>I don't know what the demand is, but if Alga Is successful and the city can support a new structure, I say build it and promote it!</p>

<p>What else would you like us to consider?</p>
<p>I feel we have a full facility at Alga Norte. If anything is missing there add to that facility. Don't try to make Monroe St. into that. I would like Monroe St. to be updated and well maintained. I don't like the plan to spend on things like party rooms and a larger lobby. Keep it to basics. Thanks for letting me share my opinion. I Love the Monroe St. pool and its staff and each time I swim I'm grateful for all you do.</p>
<p>The best size of pool in terms of hosting competitions would be 25Y by 50M. Why not just plough out those 17M to make the pool really marketable. I firmly believe those extra lanes would bring in the money from private club entities. And that would give more space for water play, diving boards,etc. maybe it's a space issue- for sure it's a cost issue. Just an observation in terms of building a smart facility with best chance of paying for self long into the future.</p>
<p>The nearby residents will most likely vote against this since it impacts them with sound and parking complaints. Please proactively address this with that group and develop an incentive or something that would make them more likely to support this extensive but needed project.</p>
<p>DIVING BOARDS. WE NEED TO KEEP THE DIVING BOARDS!</p>
<p>Food vendors like Alga Norte</p>
<p>If you are going to do it, do it right. The community deserves it.</p>
<p>Make sure the public can utilize the pool. It should be a community pool and not a for profit facility!! Keep and move all swim teams, private clubs and water polo to Alga Norte!!! Hold lessons year round at Monroe!!</p>
<p>When the Alga Norte park was voted on the pool was possibly an option in a bad economy although in the plans. Improve it now while money is "cheap" and will not cost millions more in the future.</p>
<p>It is most important to maximize the size of the swimming pool with this renovation</p>
<p>Concessions</p>
<p>Best time to renovate is late fall until late spring. Hopefully the pool will be available in the summer.</p>
<p>What happened to the idea of a 50-meter pool?</p>
<p>Priorities should be for community and school use of pool, NOT private clubs from around the county shutting those with memberships into 1 or 2 of the worst lanes! Shutting passholders out or reducing them to a couple lanes for private ADULT waterpolo?? You've got to be kidding. No way. Staff needs to be trained well again, friendly and informed, as they were in the past. Pool needs to keep a regular schedule and stop shutting down without notice (pre-COVID) for meets, parties, practices, which MUST have been scheduled in advance. Community, passholders and adjacent school need to come first. NOT private clubs. So many community members stopped coming due to these decisions and the lack of professionalism, responsibility and friendliness from staff. Keep cost for patrons low. Please take into account the noise of multi-use activity. In the last few years, due to increased waterpolo and clubs at all</p>

<p>What else would you like us to consider?</p>
<p>times of the day and night, it is no longer pleasant, relaxing or quiet to swim. Team members and coaches are loudly shouting for hours right next to swimmers. I've come up to the wall many times and have my ear literally shouted right into numerous times by players and even a coach or two. Many elders, disabled, students and community members depend on the pool, please remember to keep it affordable and accessible and DO NOT let private clubs dominate any more. Classes focused on water safety should be more prominent, for adults, parents, kids. Thank you for reading this and your support of our pool!</p>
<p>It is VERY important to offer afternoon and early evening water aerobics classes, so that more citizens can participate overall. Offering only morning aerobics classes discriminates amongst some citizens - because that favors the retired or privileged only! Everyone should have a fair chance to enjoy water aerobics classes! They are healthy, fun, and a social activity to enjoy.</p>
<p>Please get this done for our neighborhood and make the Monroe Street Pool the aquatics center that the Carlsbad community deserves and that so many other Southern California communities already have. Thank you so much for making it possible to provide our input.</p>
<p>The meeting/ party space does not necessarily need to be an indoor space, just a dedicated space ... most parents want to be able to see the children in pool while hosting party and indoors would not allow for a direct line of sight to pool..... model after AGUA NORTE facility... also snack bar would be nice ...</p>
<p>Slides, keep diving boards, better Rec area/swim spaces for kids. Consider putting in a lazy river.</p>
<p>The north side of the city deserves the same amenities as the south side which is more affluent and seems to get the bigger and better amenities.</p>
<p>Do NOT charge Carlsbad residents entry/spectator fees. Our taxes go to these renovations and upkeep. Do NOT go the way of Alga Norte. We love Monroe Pool because it's smaller, low-key, and easy to access/use.</p>
<p>Additional time for recreational swim would be nice</p>
<p>Make the pool and deck sufficient to host swim meets and polo tournaments! We've been driving far away for these activities because we can't attend here. Carlsbad needs another pool! Alga + Monroe don't meet the needs of the city. They're both overbooked all the time.</p>
<p>Deep water aerobics</p>
<p>The Monroe Street Pool should be upgraded and made as closely equal to the Norte Aquatic complex as possible.</p>
<p>Use some of the deck area for a Splash Pad. Even a few water features would be so appreciated for the younger kids.</p>

What else would you like us to consider?
<p>Please minimize the time with no pool, as my kids love using the diving boards and are really missing this right now!</p> <p>I like option 2 (as long as it's really only 2 months longer than option one) but would add more shade structures since they are replacing the old ones anyways. I don't like the 18 month time frame for option 3- this is too long for kids to not have a pool.</p>
<p>Keeping it the same small boutique pool we've all grown to know and love. If you want big... go to Alga Norte Pool.</p>
<p>Rank options most favorite to least: 2,1,3</p>
<p>Where will the patrons of the pool and school and club teams practice when the pool is closed</p>
<p>Please consider expanding the pool hours at Monroe and Alga Norte, especially on the weekends. Most lap swimmers are looking for earlier hours of availability on the weekends. Opening at 6am on Saturdays and Sundays would create lots more access. Thank you.</p>
<p>Pool is great left as is. Alga is available for all the extra stuff. Keep costs down with minimal closure.</p>
<p>1st: Option 2, 2nd option 3, 3rd option 1</p>
<p>Thanks for asking, pre-Covid I was always bothered by water-wasters In the shower. How can we have a proper shower; not stingy not wasteful.</p>
<p>please please serve the community well by doing the full option 3 and getting this long overdue project done thoroughly. This is such a needed service in our community.</p>
<p>Shallow end for kids</p>
<p>Alga Norte is an excellent aquatic center. Thank you for building it. Monroe street pool might not compete with Alga Norte, but if it gets improved I'm sure the community will utilize it.</p>
<p>We have 2 pools in Carlsbad, yet getting pool time for sports (swim team), seems difficult. We need a pool in Carlsbad that can host swim meets & support lap swim.</p>
<p>more lap swimming. better outdoor showers and lockers. fix the lane line holders (piece of wood not good), clean up better around pool (staff should be cleaning when not busy). Lifeguards should pay attention to the swimmers and not veg out or talk with each other. Keep students from taking up parking spaces. I like the place as it is but would like some slight improvements.</p>
<p>The City has spent generously to develop the Alga Norte complex into North County's unparalleled, premier swim complex. It does not seem necessary to attempt to upgrade the Monroe pool to try to reach an equivalent caliber. Furthermore, using City resources for school sports needs does not seem appropriate. CHS has a great swim and pool program with pool as it is; increased pool time and resources for those programs would take away from pool use by City taxpayers which is entirely inappropriate.</p>

What else would you like us to consider?
Solar Panels are an absolute necessity and a money saving item that must be installed.
Just bite the bullet and get it done now while COVID is going on. It's too much of a pain and costly to lap swim any longer so I'm hoping things go back to normal in 1-2 years.
I would like you to consider an additional pool for our city. The pool use is so impacted and availability to schedule practices is incredibly difficult.
We would like a pool that can accommodate meets and tournaments
Require that CHS enter into a MOU / shared expense agreement given their use of the pool or start charging them on equitable basis
I think maintenance on the pool has been deferred for way too long. The mechanical and electrical systems need replacement. Also the pool itself needs refurbishment. I would keep this project in the realm of a major maintenance project rather than building an entirely new pool. It is a very nice 25 yard by 25 meter pool in need of help. The city has the Alga Norte pool with all the Disneyland stuff. I think keeping this pool more simple is best and will provide an alternative and contrast to the Alga facility.
Increase quality of life! Increase property value! Increase CHS/Sage profile! Anything worth doing is worth doing well and sustainably!
I have tried to answer the 2 questions above but my answers are not being accepted. As far as the school goes, I think they get the pool as much as they need it. As far as pool equipment renovation, I believe we should do all that is necessary.
Yes, if the pool was larger, nicer and more up to date, we would use it more often.
Since it was built, I swim at Agua Norte, because of lane availability at that facility. I am closer to Monroe Street. If it had better lane availability for lap swimming, I would go there.
If the pool is expanded to 33 meters, that is a distance that would not support swim meets. That leaves only a 25 meter length, which is very unconventional. Competition pools are either 25 yards or 50 meters. So, if the pool is extended to 33 meters, I would suggest shortening the 25 meters to 25 yards.
n/a
Blocks and touch pads
32 Years I've swum at Monroe Pool. 3 Decades. This very positive change has been a long time coming. Hope it's a job Well Done and not half Ass like so many of Carlsbad's cost cutting projects.
Geographically it is important that we have a modern swim complex alternative to Alga Norte.
Incorporating LID and environmentally friendly landscaping into the site.

What else would you like us to consider?
The city needs to start spending money in the area of Olde Carlsbad where historically, it has been grossly neglected. Olde Carlsbad has suffered while money has been spent developing other areas and parks south of us. Do it once, do it right. Holiday park need to be next.
Parking is only discussed in option 3. Would extra parking need to happen? If extra parking is eliminated there cost of option three would be reduced and closer to option 2.
We live right by Monroe pool and have never been able to use it. Lesson for my kids we're always at Alga Norte and so is swim team. I would love to be able to just drive to Monroe pool.
more space for open rec swimming
Snack shack, coffee , especially at weekends and during events
Snack & equipment sales stand & vending machines. Scoreboard & timing equipment, starting blocks. Diving boards. Automated badge gates, safe pickup area for kids sports
We deserve a pool like alga Norte in old carlsbad
50 meter pool- please! More lanes and room for all stakeholders
Alga Norte is cool. Make it more like that. :)
Can you hold off on pool construction until after covid19 is over? Lap swim at both alga and monroe are very popular, and it's tough to get a lane assignment. Losing Monroe at this time will make it more difficult.
Having a year round accessible pool is important to our community. We have so many aquatic athletes and teams that utilize the pool, and using Alga Norte as a primary isn't working. We need to invest in Monroe St pool and make it a place for big meets and tournaments. League finals, CIF, maybe even split Speedo Sectionals into two sites. Put Carlsbad on USA swimming and Water polo's radars for world class facilities and producing elite level athletes!
A room for teams to use— classroom, team gear, office space for coaches. Present cleaner more professional impression to community and contain team gear from public.
We desperately need more water space for getting kids in the water recreation and team wise. Being from the east coast its sad we don't have swim team for young kids in summer months. Expand decking and upgrade locker rooms everything needs modernized. Alga Norte is amazing, lets do something similar! Thank you for considering the community needs.
Increasing the deck space and pool space would benefit many youth programs including those at local carlsbad high schools...I think this is necessary to support our aquatic community.

What else would you like us to consider?

At this time under current conditions please consider some kind of pass again - these individual 45 min reservations add up unbelievably - maybe 20 or 30 entries for a discounted price. For example, I was paying \$47 per quarter and I swim 6 days per week which now costs me \$216!!!! And 3 of those days I book 2 session back to back to get in over an hour which I was used to before, so that adds another \$108 per quarter. I was hoping this would end in September so Id like some idea how much longer this will go on. Or will there be a way for us to book 2 sessions in a row for a discount price?

Keep Monroe local style but fix it up nice!

extend the hours for lap pool swimming

Noise mitigation. Limited weekend hours for sports.

Do it right!!!

I think you covered it. Good job.

Swim facilities provide so many benefits to the community such as adult fitness, school-age wholesome activity and fitness, and water safety for all.

It will take more upfront cost to get a pool that the citizens deserve. You reduce the annual operational costs which must be considered.

DRAFT

Email Comments

Subject: Monroe street pool

Dear Mr. Stewart,

have held a pool pass at this location continuously for 25 years, as have many of the other members who swim at Monroe Street. We would like to see a jacuzzi, like the one at Alga, because we think that this would be one of the biggest improvements you could make at this location. We would like you to offer this option to the community, as you have the other options. Most of us, including myself have indicated option one as our first choice, and consider things like enlarging the entryway a complete waste of money, because we are very familiar with how the facility is used. Thank you for your consideration.

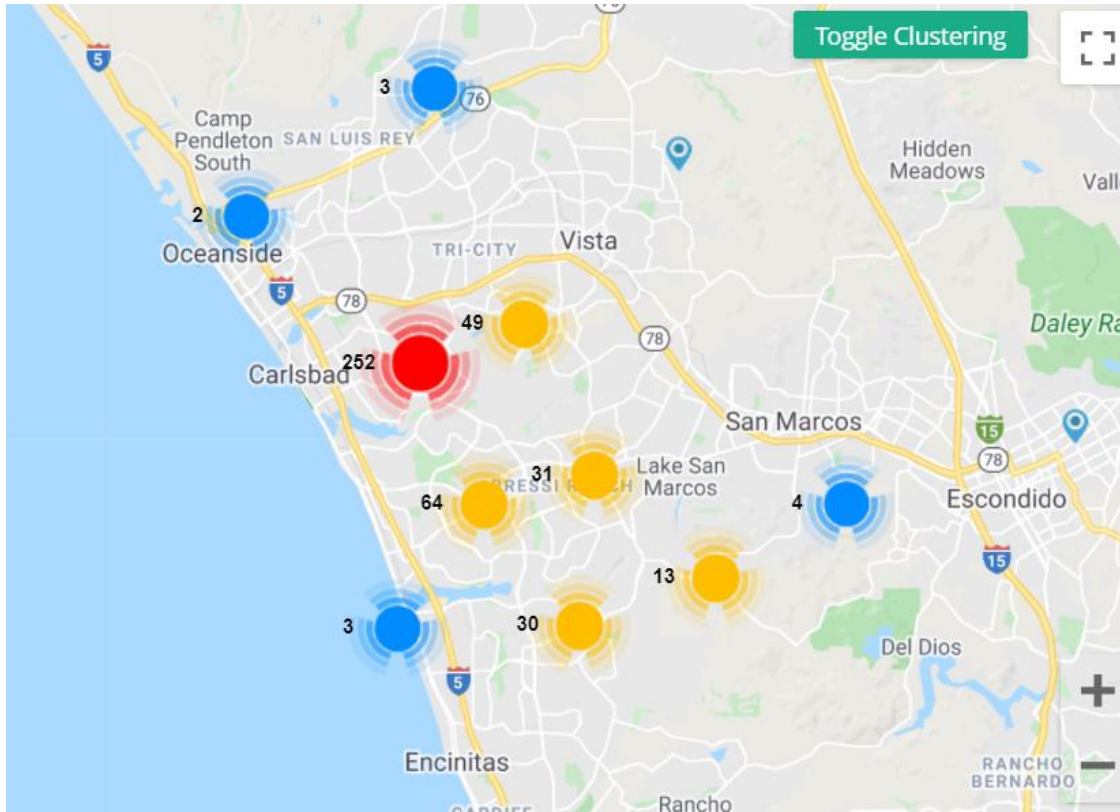
Best Regards,

Terri Beauchamp

CAUTION: *Do not open attachments or click on links unless you recognize the sender and know the content is safe.*

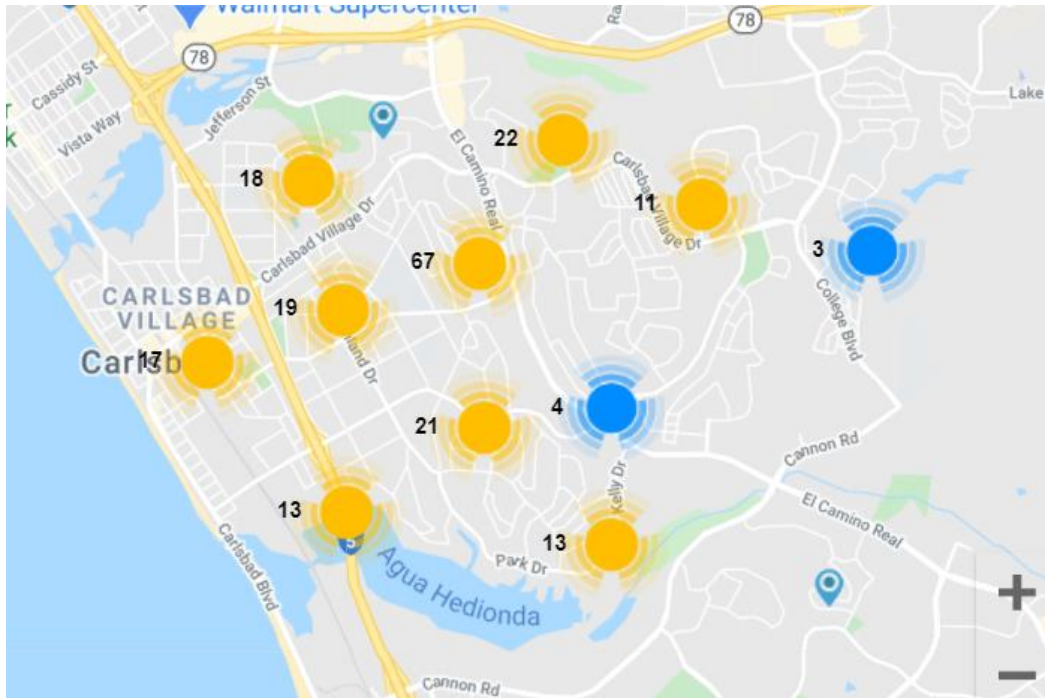
DRAFT

Please tell us what part of town you call home:

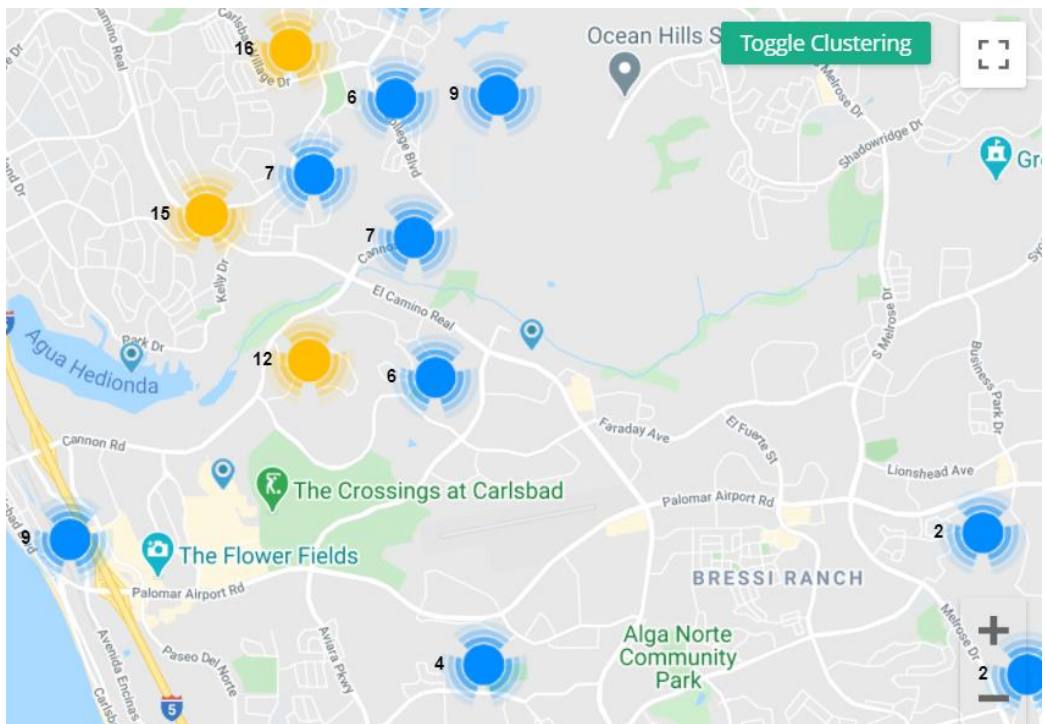


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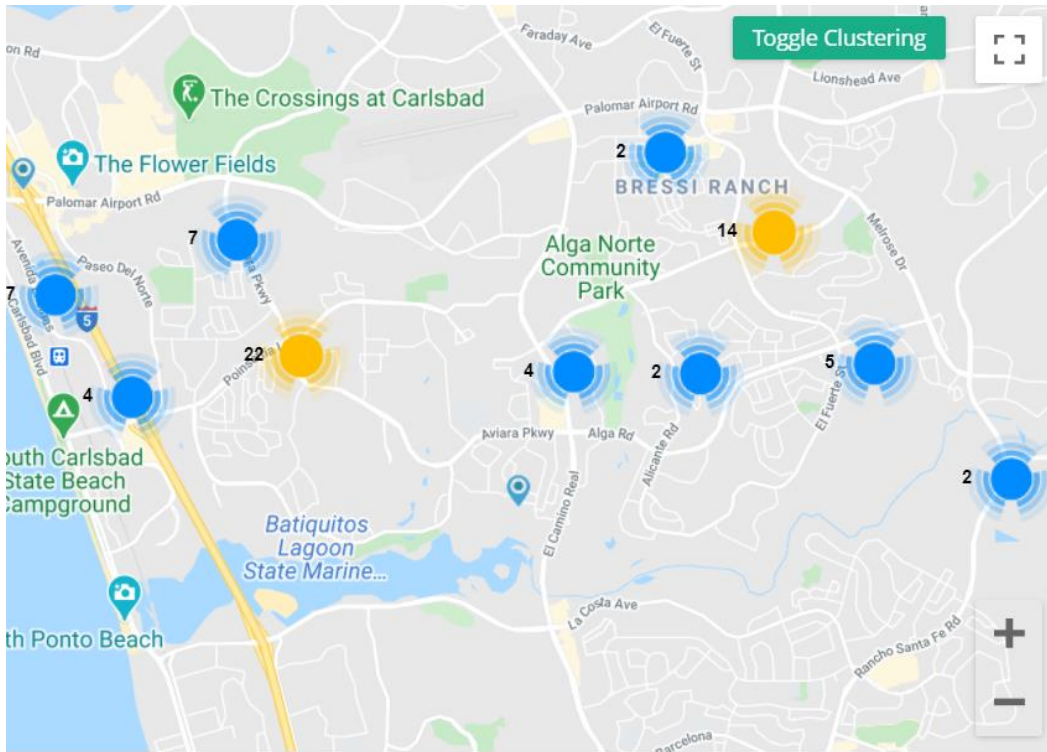
Survey participation District 1 – 242



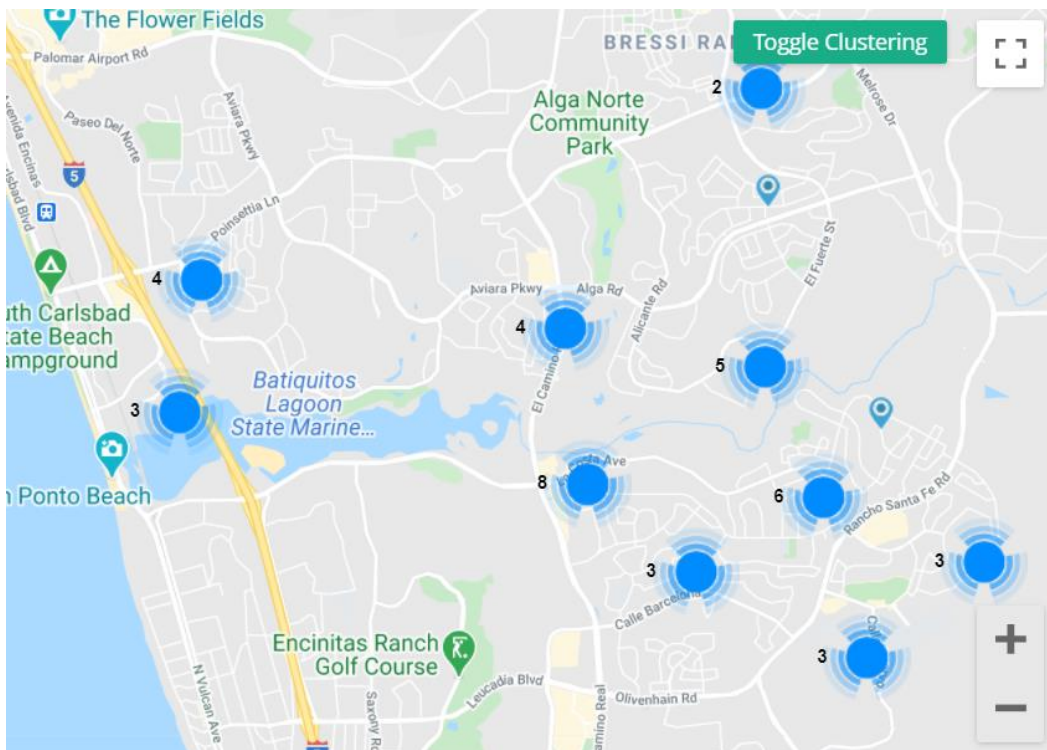
Survey participation District 2 – 128



Survey participation District 3 – 81



Survey participation District 4 – 67



CITY OF CARLSBAD**COUNCIL POLICY STATEMENT**

DATED: June 6, 2006

	Page 1 of 3
Policy No.	71
Date of Issue:	June 6, 2006
Effective Date	July 1, 2006
Cancellation Date	
Supersedes No.	

Subject: ENERGY CONSERVATION AND MANAGEMENT

Copies to: City Council, City Manager, City Attorney, Department Heads and Division Heads,
Employee Bulletin Boards, Press, File

PURPOSE:

It is the intent of the City Council that the City of Carlsbad exemplify the efficient use of energy and that measures are taken to successfully reach goals established by the City's Energy Conservation and Management Program.

BACKGROUND:

The citizens of the City of Carlsbad are entitled to an efficient use of resources. Inefficient use of energy contributes to energy shortages, negatively affecting the local economy and hampering the delivery of essential public services. It is therefore necessary that the City, within the areas of its authority, establish guidelines for the conservation of energy.

POLICY:

The extent of the City's influence on energy conservation varies with the degree of its authority in specific areas of energy consumption. The policy of the City and City-owned subsidiaries, in the categories of City Operations, and City Regulated Activities are as follows:

A. City Operations**1. Purchasing**

It is the policy of the City to maximize energy conservation measures when purchasing equipment and products, e.g. "Energy Star" labeled products or products equivalent to this efficiency level whenever practicable.

2. Construction of Civic Facilities

It is the policy of the City that design and specifications for new civic facilities be evaluated and selected on the basis of total lifetime costs of construction and operation and that such specifications be reviewed continually so that the most current energy conservation techniques, materials, and appliances are utilized in their construction. The goal is that, whenever practicable, and within a reasonable cost/benefit ratio, new facilities will be designed to be at least 25% more energy efficient than required by the State of California, Title 24 Energy Regulations. The following principles will be encouraged for all newly constructed facilities and major building renovation projects for City facilities:

The City of Carlsbad strives to achieve LEED "Silver" Level Certification or the equivalent for all new City facilities. In addition to achieving LEED "Silver" Level Certification or its equivalent,

CITY OF CARLSBAD

COUNCIL POLICY STATEMENT

DATED: June 6, 2006

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Date Issue	June 6, 2006
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Subject: ENERGY CONSERVATION AND MANAGEMENT

Copies to: City Council, City Manager, City Attorney, Department Heads and Division Heads,
Employee Bulletin Boards, Press, File

Council Policy 71 encourages the following sustainable building measures for all newly constructed Civic Facilities and major renovation projects:

- a. Whenever practicable and within a reasonable cost/benefit ratio, design and construct mechanical and electrical systems to achieve the maximum energy efficiency achievable with current technology. Project designers shall use computer modeling programs to analyze the effects of various design options and select the set of options producing the most energy efficient integrated design. Designers will strive to include energy efficiency measures to create a facility that is at least 25% more energy efficient than current California's Title 24 standards for both new construction and major renovation projects.
- b. When ever practicable and within a reasonable cost/benefit ratio, incorporate on-site self-generation of energy using renewable technologies to reduce environmental impacts associated with fossil fuel energy use. Newly constructed City facilities shall strive to generate a minimum of 10% of the project's energy demand, with a goal of 20% from renewable technologies (e.g., photovoltaic, wind, fuel cells). City buildings will be designed to take the maximum advantage of passive and natural sources of heat, cooling, ventilation and light.
- c. In order to maximize energy efficiency measures within these requirements, projects will combine energy efficiency measures requiring longer payback periods, with measures requiring shorter payback periods to determine the overall project period.



CITY COUNCIL
Staff Report

Meeting Date Jan. 26, 2020

To: Mayor and City Council

From: Scott Chadwick, City Manager

Staff Contact: Jeff Murphy, Community Development Director
jeff.murphy@carlsbadca.gov, 760-602-2783

Subject: Report on Planning Area F of the Poinsettia Shores Master Plan, Referred to as the Ponto property – a Vacant 11.3-acre Property Generally Located North of Avenida Encinas and West of the Railroad Tracks

District: 4

Recommended Action

Receive an informational presentation on Planning Area F of the Poinsettia Shores Master Plan, the Ponto property, that includes an overview of the planned and allowed land uses, public park needs and requirements, public vote requirements, and related information pertinent to the future development of the property, and provide staff direction, if any.

Executive Summary

The City Council approved a minute motion July 14, 2020, directing staff to provide a report that included the planning, master plan, public vote requirements and any other important information regarding Planning Area F (Ponto property) of the Poinsettia Shores Master Plan. This privately-owned property has been the focus of requests for a public park in the area from nearby residents since the parcel was considered for development in 2016. In response to the minute motion, this staff report will address the following questions:

- What is allowed on the property under currently approved planning documents?
- What are the community's concerns regarding an existing park policy for the area?
- What are the city standards for open space?
- What are the city standards for parks?
- What are the challenges with making the property a public park?

As directed, this information is being presented before the City Council for discussion, consideration and staff direction, if any.



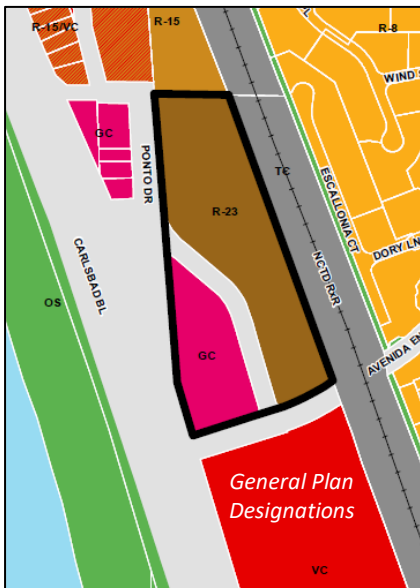
Discussion

Overview

The Ponto Planning Area F property is a 11.3-acre vacant parcel within the city's southwest quadrant, generally located north of Avenida Encinas and west of the railroad tracks. Ponto Drive bisects the property. There are four city planning documents that generally help guide development in this area:

- The General Plan, the city's primary long-range planning policy document
- The Local Coastal Program, or LCP, which governs land in the coastal zone
- The Poinsettia Shores Master Plan, which identifies policies and programs for the subject and specifically identified surrounding properties
- The Ponto Beachfront Village Vision Plan, a City Council-adopted plan that establishes the vision and design guidelines for future growth in the area.

General Plan and Local Coastal Program



The development potential on the site under the current General Plan and Local Coastal Plan land use designations, which were updated in 2015, allow for multi-family residential development (15 to 23 residential units per acre) and general commercial such as hotels, retail stores, and service businesses (Exhibit 1). In addition, the property is listed as a planned housing site under our current General Plan Housing Element¹, which could accommodate up to 136 housing units for moderate income families.² The importance of this will be discussed later in this report.

Prior to the 2015 General Plan update and the associated Local Coastal Plan land use changes, the subject property and several parcels surrounding it had a General Plan and Local Coastal Plan designation of “Unplanned, Non-Residential Reserve (NRR).” However, the city's general plan at the time did not contain an “unplanned” or NRR designation definition. The intent of the designation was meant to further study the area, either by the city or the property owner as part of a future development application. The Local Coastal Plan contemplated and provided guidance regarding future uses on the site including, but not limited to commercial, residential, office, and other uses, subject to future review and approval.

¹ The Housing Element is a component of the General Plan that demonstrates how the city, particularly through policies and zoning, can or will accommodate its share of the regions housing goals. Refer to the August 27, 2020 City Council hearing, agenda item #1 for more information on this topic.

² Moderate income is defined by HCD as a family making 81% to 120% of the Area Median Income (the AMI in 2020 was \$107,600 for a four-person household).

Poinsettia Shores Master Plan

The Poinsettia Shores Master Plan (Exhibit 2)³ designates the site as “Planning Area F,” and provides additional specificity on what and how growth can occur on the property. The Master Plan was approved by the California Coastal Commission. While the current General Plan and Local Coastal Plan land use map designations identify the allowed type and level of development intensity on the site, the Master Plan still refers to Planning Area F as an “unplanned area.” Under the Master Plan, any future development occurring on the property would require an amendment to the Master Plan and Local Coastal Plan be processed along with a development application. Today, any development on the property must still comply with the requirements set forth in the existing General Plan and Local Coastal Plan, as well as the Master Plan.

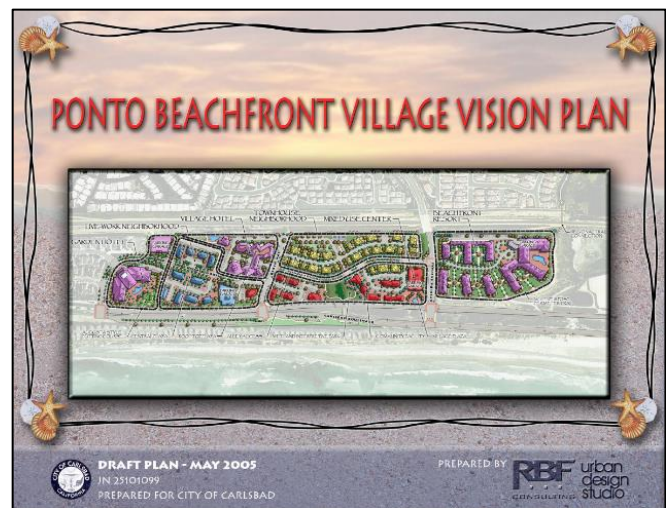
Because the Poinsettia Shores Master Plan planning area is located within the Coastal Zone, the Master Plan in its entirety is considered part of the Local Coastal Plan and therefore any amendment to the Master Plan is subject to the California Coastal Act and California Coastal Commission review and approval. Additional discussion regarding the provisions of the Poinsettia Master Plan are discussed later in the report under “Public Park Determination Policy.”

Ponto Beachfront Village Vision Plan

The Ponto Beachfront Village Vision Plan (Exhibit 3)⁴ was developed and approved by the City Council on Dec. 4, 2007 (CC resolution 2007-003/PC resolution 6341) with the intention of providing guidance for development of the Ponto area. The plan sets forth the vision for how the area should be developed and provides an implementation strategy and design guidelines for future growth.

Pursuant to the plan, the City Council adopted a vision for the site that

included a townhouse neighborhood and mixed-use center. The plan was not adopted by the California Coastal Commission and is therefore not a part of the city’s Local Coastal Plan. However, the land uses identified in the plan are consistent with the land use designations adopted with the 2015 General Plan update and the associated Local Coastal Plan land use changes.



³ Exhibit 2 includes an excerpt from the plan. The entire document can be viewed at this following link: <https://www.carlsbadca.gov/civicax/filebank/blobdload.aspx?BlobID=46591>

⁴ Exhibit 3 includes an excerpt from the plan. The entire document can be viewed at this following link: <https://www.carlsbadca.gov/civicax/filebank/blobdload.aspx?BlobID=46592>

Policy on considering a public park

Since 2016, following the submittal of the private development project, the city received numerous correspondences from community members questioning whether staff complied with a policy within the Poinsettia Shores Master Plan that required a “public park needs assessment” prior to the adoption of the 2015 General Plan and Local Coastal Plan updated (Exhibit 7). Specifically, the policy states:

“As part of any future planning effort, the city and developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e., public park) on the west side of the railroad.”⁵

It is also important to consider this policy in the context of the expressed Poinsettia Shores Master Plan purpose behind the “unplanned” designation. Specifically,

“Planning Area F is an “unplanned” area, for which land uses will be determined at a later date when more specific planning is carried out for areas west of the railroad right-of-way. A future Major Master Plan amendment and LCP amendment will be required prior to further development approvals for Planning Area F.”⁶

A similar policy (A.10) is also found in the current Local Coastal Program Land Use Plan, West Batiquitos Lagoon/Sammis Properties Segment (Exhibit 4), which references similar requirements as the Master Plan.

“Planning Area F carries a Non-Residential Reserve (NRR) General Plan designation. Planning Area F is an “unplanned” area, for which land uses will be determined at a later date when more specific planning is carried out for areas west of the railroad right-of-way. A future Major Master Plan Amendment will be required prior to further development approvals for Planning Area F, and shall include an LCP Amendment with associated environmental review, if determined necessary. The intent of the NRR designation is not to limit the range of potential future uses entirely to non-residential, however, since the City's current general plan does not contain an “unplanned” designation, NRR was determined to be appropriate at this time. In the future, if the Local Coastal Program Amendment has not been processed, and the City develops an “unplanned” General Plan designation, then this site would likely be redesignated as “unplanned.” Future uses could include, but are not limited to: commercial, residential, office, and other uses, subject to future review and approval. As part of any future planning effort, the City and Developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e. public park) on the west side of the railroad.”⁷

The General Plan and Local Coastal Plan land use designations adopted in 2015 identify, at a high level, the varying land use that are allowed on the site, subject to review and approval of a discretionary development permit. Because the current Master Plan and Local Coastal Plan policy requires an amendment to the Master Plan and the Local Coastal Plan, any discretionary permit application requires approval of the City Council.

In addition, the intent of the policy in question is for the city to work with and require a developer to determine whether lower cost visitor accommodations or recreational facilities such as a public

⁵ Planning Area F - Special Development Standards, page 112

⁶ Planning Area F – Land Use Allocation, page 112

⁷ Local Coastal Program Land Use Plan, West Batiquitos Lagoon/Sammis Properties Segment:
<https://www.carlsbadca.gov/civicax/filebank/blobdload.aspx?BlobID=24088>

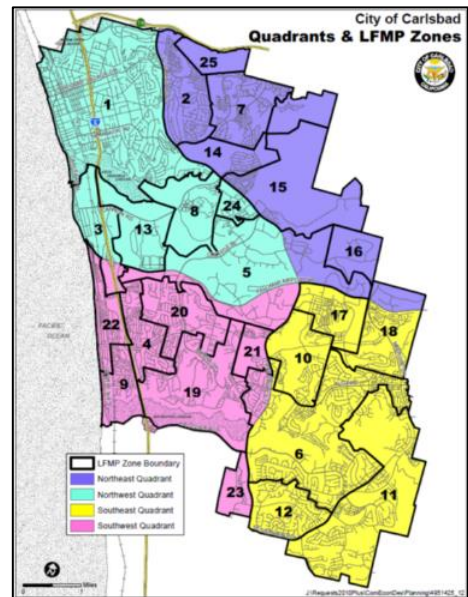
park is necessary and should be included as part of the development of the site. Nowhere in the policy does it require that the entire site be considered a public park; in fact, the Ponto Beachfront Village Vision Plan conceptualizes a small “wetland interpretative park” located within an area planned for a mixed-use center that includes three-story developments that provide shops, eating and services, while also providing housing opportunities.

During a Planning Commission meeting in 2019, staff acknowledged that Policy A.10 of the Local Coastal Plan did not get updated when the General Plan and Local Coastal Plan Land Use Map designations were updated in 2015 with the residential and commercial designation, which has led to public confusion. While this may have been an oversight, it is not a “planning mistake” as several correspondences have stated, nor does it nullify the 2015 General Plan and Local Coastal Plan land use plan changes that the City Council and Coastal Commission approved. As discussed in more detail in the section below, an analysis has been completed and staff has found that the city is not deficient in meetings its open space or park obligations under the city’s Growth Management Plan. In response, staff is preparing a comprehensive update to the Local Coastal Plan that, among many other modifications, proposes to replace Policy A.10 with a policy consistent with the current land use map designations. A change is also being proposed to the Master Plan. The Local Coastal Plan and Master Plan update were considered by the Planning Commission on Dec. 2 and again on Jan. 6, 2020. Following public input and discussion, the Planning Commission recommended approval to the City Council of the proposed changes to the Local Coastal Plan, as recommended by staff.

Performance standards for city facilities

Many of the public correspondences that the city received identified references to the California Coastal Act regarding policies on coastal recreational facilities. Other comments regarded the adequacy and proximity of existing facilities in the area and the need for additional facilities, particularly open space and public parks.

Carefully managing growth and development is critical to maintaining the city’s excellent quality of life. In 1986, the City Council and voters passed the Growth Management Plan, which places conditions on how growth is to occur in the city, including minimum performance standards for various public facilities, including city administrative facilities, libraries, utilities, parks, drainage, circulation, fire, open space and schools.



To ensure compliance with the standards, the city was divided into 25 Local Facilities Management Zones, known as LFMZs. Each LFMZ is required to have an adopted Local Facilities Management Plan that must describe how the zone will be developed, how compliance with the Growth Management Plan standards will be achieved, how the necessary public facilities will be provided, and what financing mechanisms will be used for the public facilities. The Ponto property is located within the Southwest quadrant, in LFMZ 9.

It is important to note that the city’s current Local Coastal Plan includes Carlsbad Municipal Code Section 21.090, which implements the city’s Growth Management Plan. The Growth Management Plan’s performance standards, including the standards for open space and parks, are the standards

the city uses to determine adequacy of public facilities, inside and outside of the Coastal Zone.

The Citywide Facilities and Improvements Plan, which was a component of growth management, was intended to make sure that the city's basic services, or facilities, kept up with the city's growth. The plan established standards for open space and parks and nine other types of essential city facilities.⁸ The FY2018-19 Growth Management Plan Annual Report, which was presented to the City Council on Oct. 20, 2020 shows how the city has maintained compliance with established standards (Exhibit 5).

- Performance standard for open space

The Citywide Facilities and Improvements Plan requires that fifteen percent of the total land area in the LFMZ, exclusive of environmentally constrained non-developable land, be set aside for permanent open space and must be available concurrent with development.

As reflected in prior Growth Management Plan monitoring reports, adequate open space has been provided to meet this performance standard. In the case of LFMZ 9, the zone boundaries coincide with the project boundaries of the Batiquitos Lagoon Educational Park Master Plan (MP 175, approved Oct. 22, 1985), which was exempted from growth management by Section 21.90.030(g) of Ordinance No. 9808 if certain restrictions were met, including a dedication of open space.⁹

In anticipation of future construction, the developer of the Batiquitos Lagoon Educational Park Master Plan dedicated the necessary open space properties, completing that portion of the requirement for 21.90.030(g).¹⁰ Although the project was ultimately never constructed, these open space dedications were maintained and became part of the open space for the project that followed, the Poinsettia Shores Master Plan (MP 175(D), approved Jan. 18, 1994), and are the basis for how the Batiquitos Lagoon Educational Park Master Plan (MP 175) and LFMZ 9 complied with the growth management open space performance standard.¹¹

- Performance standard for parks

The Citywide Facilities and Improvements Plan requires that three acres of community park or special use area per 1,000 population within the park district¹² must be scheduled for construction within a five-year period beginning at the time the need is first identified.¹³ The five-year period was not to commence prior to August 22, 2017. As reflected in the fiscal year 2018-19 Growth Management Plan Monitoring Report table below, and as further detailed in Exhibit 6, all quadrants or park districts, including the Southwest quadrant, are in

⁸ The others are city administration, wastewater treatment, library, parks, drainage, circulation, fire, schools, sewer collection and water distribution. The plan can be found at <https://www.carlsbadca.gov/civicax/filebank/blobdload.aspx?BlobID=24067>.

⁹ The restriction for open space required that "Prior to approval of the final map for Phase I the master plan developer shall have agreed to participate in the restoration of a significant lagoon and wetland resource area and made any dedications of property necessary to accomplish the restoration".

¹⁰ City Council Resolution No. 8666 contained an agreement between the city and the developer for the open space property dedications noted above.

¹¹ Poinsettia Shores Master Plan, pages 4 and 22. The master plan states "the Growth Management Open Space standard is already met for Zone 9 through the earlier preservation of the sensitive bluffs and slopes".

¹² A park district is equivalent to a quadrant. There are four park districts within the city, corresponding to the quadrants.

¹³ The threshold for triggering the construction of a new park is as follows: Once a deficit of park acreage in a quadrant is identified, a new park must be scheduled for construction within the time frame of five years. According to City Council Resolution No. 97-435, "scheduled for construction" means that the improvements have been designed, a park site has been selected, and a financing plan for construction of the facility has been approved.

compliance with the parks performance standard and will remain in compliance with the performance standard with the completion of the Veterans Memorial Park, as defined in its master plan. That park is scheduled to be completed in early 2021, before the conclusion of the initial five-year period referenced above.

Quadrant	Existing park acreage	Required park acreage
NW	105.2	91.0
NE	45.3	49.6
SW	70.2	77.0
SE	114.9	117.2
Total	335.6	334.8

Considerations for purchasing the Ponto property to construct a city park

The information contained in this report supports the position that the city is in compliance with the Growth Management Plan’s standards for open space and parks and there is no deficit as was indicated by many of the commenters. Therefore, the decision to acquire the site for a public park is entirely a policy decision for the City Council to consider:

Does the City Council want to exceed the Growth Management Plan’s park standards for the Northwest Quadrant and LFMZ 9 to purchase this site as a public park?

Should the City Council wish to pursue this course of action, it is important that certain challenges be highlighted:

- Funding needs
 Because the Ponto property is currently privately owned, the city would need to purchase the site to place a park on the site or to dedicate it as open space. While a formal appraisal of the property will need to be conducted in order to assess the market value of the property, based on the County of San Diego’s Assessors Office, the assessed value of the property is roughly \$15 million. Determining its current value will require an appraisal. Assuming this figure is representative of the current market value of the property, the city does not currently have a dedicated funding source for such a purchase. There are not enough funds available in the Park-in-Lieu Southwest Quadrant Fund to acquire this property. In addition, if this property is not developed as currently proposed, park-in-lieu fees will not be collected as anticipated, and the city will not collect property taxes as currently forecasted. In addition, the costs associated with building and maintaining this park have not been identified and built into the city’s ten-year forecast.

The funding to complete Veterans Memorial Park was raised through the city’s Community Facilities District No. 1, a citywide district created to pay for certain public improvements that provide benefits to the entire city to make sure the need for public facilities generated by development is met as development occurs. The funds from the district were/are to be spent on

11 specific public facilities, with Veterans Memorial Park among them. The park was considered a special resource with both citywide and regional significance, with a relatively central location for the entire community. By law, these funds cannot be spent on projects other than those specified in the district's formation documents.

- Potential public vote requirement

The City of Carlsbad's spending of city funds is limited by Proposition H, a measure passed by voters in 1982. The measure, which is cited in the city's charter, prohibits the city spending more than \$1 million for real property acquisition or improvements to real property unless the proposed purchase and/or the improvement project and the cost in city funds is approved by a majority of city voters in an election. Proposition H can be found in Carlsbad Municipal Code Section 1.24.030. That section notes, "It is the intent of this chapter to provide the citizens and taxpayers of Carlsbad with an opportunity to express directly their preference by vote prior to major city expenditures for the purchase or development of land." Based on real estate appraisals within the general vicinity, the acreage and coastal location of the Ponto property would dictate a purchase and improvement price well in excess of \$1 million.

In 2002, however, voters passed Proposition C, which allowed the City Council to exceed the \$1 million amount on four projects: The City of Carlsbad Safety Training Center, a new swimming pool complex (Alga Norte Community Park), an extension of Cannon Road, and acquisition of natural open space and trails connectivity. Proposition C did not direct the City Council to spend a specific amount of money on natural open space and trail connectivity by a certain time. Instead, it provided voter authorization to spend more than the \$1 million limit, if one or more properties became available and the City Council determined it was in the taxpayers' best interest to purchase the properties for natural open space and trails connectivity purposes. It does not appear acquisition of Ponto would qualify under Proposition C because it is being discussed for development as a park and not as natural open space. The property likely does not qualify as natural open space due to its prior use as farmland and disturbance of the site, as confirmed in a 2017 report. Finally, we have no record that acquisition of the site for a park at Ponto was anticipated at the time voters approved Proposition C.

- Area identified for needed housing

Under the city's current General Plan Housing Element, which covers an eight-year planning period (2013-2021) and certified by the California Department of Housing and Community Development (HCD), the Ponto property is listed as a housing site that will accommodate 136 housing units for moderate income families. Pursuant to SB166 (Residential Density and Affordability Act), a city cannot reduce residential density on a property without concurrently rezoning another property to make up the lost units. Furthermore, if a city approves a project that results in a density lower than the housing plan identified, it must rezone another property to make up the difference. If the city chooses to make all or a portion of the Planning Area F Ponto property a park, the city will have to concurrently rezone another property to make up all or portion of the 136 units planned for the subject site.

- Current permit application to develop site

On December 20, 2016, the city received an application to develop the property, which includes an application for a Master Plan amendment. The project proposes 136 three-story residential townhome units, 28 of which would be affordable. The project also proposes 18,000 square feet of commercial restaurant space within two buildings, which would include a public market, retail stores and a restaurant. The processing of the permit application has been inactive.

While the permit may currently be inactive, the applicant has expressed interest in pursuing development of the site. In fact, the property owner recently informed the city that they are supportive of higher density development on the property as part of the Housing Element Update that the city is currently processing, for the period covering 2021-2029. The property owner is also aware of community comments to create a coastal park on the property, which the landowner has expressed opposition.

- Use of eminent domain

If the property owner remains unwilling to sell the property, the alternative would be for the City Council to decide whether to direct the City Attorney to refer the property acquisition to an eminent domain specialist to determine if the property could be acquired through condemnation.

Fiscal Analysis

There is no direct fiscal impact associated with the receiving this informational report.

Next Steps

Staff will act in accordance with the City Council's direction.

Environmental Evaluation (CEQA)

This action is not a "project" as defined in California Public Resources Code Section 21065 and California Environmental Quality Act Guidelines Section 15378(b)(5) because it involves administrative activities of governments that will not result in direct or indirect physical changes in the environment. The action being considered is an informational report on private property, which on its own accord will not cause a significant environmental impact, so this activity is not subject to CEQA under Section 15060(c)(3).

Public Notification

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

Exhibits

1. Zoning and land use designation maps of Ponto area and approving resolutions
2. Poinsettia Shores Master Plan, excerpt
3. Ponto Beachfront Village Vision Plan, excerpt
4. [Local Coastal Program Land Use Plan, West Batiquitos Lagoon/Sammis Properties Segment](#) (on file in the Office of the City Clerk)
5. [Staff report dated Oct. 20, 2020, Item #4](#) (on file in the Office of the City Clerk)
6. CFIP compliance with the parks performance standard
7. [Public correspondence received through Jan. 21, 2021 at 5 p.m.](#) (on file in the Office of the City Clerk)

The following provides an overview of the approval documents relative to the Ponto rezone, with supporting attachments included.

- On Sep. 15, 2015 the City Council approved (Resolution 2015-243) a comprehensive update and rezone to the General Plan and Local Coastal Plan, which included the Ponto property (Attachment 1).
- On page 4 of the City Council resolution, items 5 and 6 indicate the General Plan Amendment and the Local Coastal Program Amendment, exhibits 2A and 2B of Planning Commission Resolution 7112, “amended as stated above,” are approved. The amendments affecting the Ponto property changed its originally proposed land use designation of R-30/GC to R-23/GC. Approved Exhibit 2B is the General Plan and Local Coastal Program land use map and it shows the approved R-23/GC designation (Attachment 2).
 - Note: Staff originally proposed a land use designation of R-30/GC, but following public testimony and discussion, the Planning Commission recommended a slightly lower density designation of R-23/GC. The City Council adopted the Planning Commission recommendation.
- On May 11, 2016, the Coastal Commission approved the Local Coastal Program land use for the Ponto property as part of City of Carlsbad LCP Amendment No. LCP-6-CAR-15-0034-2 (General Plan Update/LCP Map Revisions). This approval included redesignation of the property from UA to R-23/GC. The Commission’s approval included nine suggested modifications, two more than are discussed in the staff report. None of the modifications affect the Ponto property (Attachment 3)
- On July 12, 2016, the City Council accepted (Resolution 2016-150) the Coastal Commission’s suggested modifications. The resolution includes a letter from the Coastal Commission confirming its approval of the LCP amendment (Attachment 4).
- On August 11, 2016, the Coastal Commission determined the city’s actions in accepting the suggested modifications were legally adequate. This finalized the Commission’s approval of the city’s LCP Amendment. The Commission’s staff report is Attachment 5 (without city resolution and ordinance exhibits).

RESOLUTION NO. 2015-243

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING A GENERAL PLAN AMENDMENT TO COMPREHENSIVELY UPDATE THE GENERAL PLAN, INCLUDING THE HOUSING ELEMENT, AND ASSOCIATED AMENDMENTS TO THE LOCAL COASTAL PROGRAM AND CITYWIDE FACILITIES AND IMPROVEMENTS PLAN, AND AN ALLOCATION FROM THE EXCESS DWELLING UNIT BANK.

CASE NAME: GENERAL PLAN UPDATE

CASE NO.: GPA 07-02/LCPA 07-02/SS 15-06

The City Council of the City of Carlsbad, California, does hereby resolve as follows:

WHEREAS, the City Council accepted the Carlsbad Community Vision in January 2010 and achievement of said vision is supported by the General Plan Amendment and associated Zoning Ordinance Amendment, Zone Change, Local Coastal Program Amendment, and Citywide Facilities and Improvements Plan Amendment; and

WHEREAS, per City Council direction on September 11, 2012 and on November 5, 2013, staff utilized the Preferred Plan in the preparation of the General Plan update; and

WHEREAS, the Planning Commission recommends revisions to the project as identified in the Memorandum to the Planning Commission dated July 24, 2015 and titled "Errata Sheet for the General Plan Update and Climate Action Plan", on file with the City Clerk and incorporated by this reference; and

WHEREAS, pursuant to the California Environmental Quality Act, a Final Environmental Impact Report (SCH # 2011011004) relative to the proposed project – General Plan Amendment, Climate Action Plan, Zoning Ordinance Amendment, Zone Change, Local Coastal Program Amendment, and Citywide Facilities and Improvements Plan Amendment – has been prepared and the City Council has certified it per City Council Resolution No. 2015-242; and

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WHEREAS, the City Council did on July 18, 2015 hold a duly noticed joint public hearing with the Planning Commission, as prescribed by law to receive a staff presentation and public testimony regarding said project; and

WHEREAS, the City Council adjourned their public hearing on July 18, 2015 and the Planning Commission continued their public hearing on July 22, 23 and 24, 2015, as prescribed by law to consider said project; and

WHEREAS, the Planning Commission adopted Planning Commission Resolutions No. 7112, 7113 and 7114 recommending approval of said project with revisions identified in the Memorandum to the Planning Commission dated July 24, 2015 and titled "Errata Sheet for the General Plan Update and Climate Action Plan", on file with the City Clerk and incorporated by this reference; and

WHEREAS, in addition to the revisions recommended by the Planning Commission in the "Errata Sheet for the General Plan Update and Climate Action Plan," the Planning Commission identified concerns regarding the draft General Plan Mobility Element, as identified in the minutes for the July 22, 23 and 24, 2015 Planning Commission meetings, on file with the City Clerk and incorporated by this reference; and

WHEREAS, to address said Planning Commission concerns, city staff recommends revisions to the draft General Plan Mobility Element and the Citywide Facilities and Improvements Plan, as identified in Exhibit 12A and Exhibit 12B, respectively, of the City Council Agenda Bill for this project, dated September 22, 2015, on file with the City Clerk and incorporated by this reference; and

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WHEREAS, at said public hearing, upon hearing and considering all testimony and arguments, if any, of all persons desiring to be heard, the City Council considered all factors relating to: a) the draft General Plan GPA 07-02 (Exhibits 2A and 2B of Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated by this reference); b) the Local Coastal Program Amendment LCPA 07-02 (Exhibit 2B of Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated by this reference); c) the Citywide Facilities and Improvements Plan Amendment SS 15-06 (Exhibit 2C of Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated by this reference); d) the request for an allocation from the city's excess dwelling unit bank (per Planning Commission Resolution No. 7114, on file with the City Clerk and incorporated by this reference); e) Planning Commission recommended revisions to the draft General Plan and Local Coastal Program, pursuant to the memorandum to the Planning Commission, dated July 24, 2015 and titled "Errata Sheet for the General Plan Update and Climate Action Plan" (on file with the City Clerk and incorporated by this reference); and f) staff recommended revisions to address Planning Commission concerns regarding the draft General Plan Mobility Element, pursuant to Exhibit 12A and Exhibit 12B of the City Council Agenda Bill for this project, dated September 22, 2015 (on file with the City Clerk and incorporated by this reference); and

WHEREAS, State Coastal Guidelines requires a six-week public review period for any amendment to the Local Coastal Program; and

WHEREAS, on August 25, 2015, the City Council approved the Agua Hedionda South Shore Specific Plan, which includes revisions to the General Plan.

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

1. The foregoing recitations are true and correct.

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2. The state-mandated six-week review period for the Local Coastal Program Amendment (LCPA 07-02) started on March 27, 2015 and ended on May 8, 2015; no comments were received in response to the LCPA notice.

3. The draft General Plan is amended to incorporate: a) the recommendations of the Planning Commission, as identified in Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated herein by reference, and b) the recommendations of staff, as identified in Exhibit 12A of the City Council Agenda Bill for this project, dated September 22, 2015, on file with the City Clerk and incorporated herein by reference.

4. The findings of the Planning Commission contained in Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated herein by reference, are the findings of the City Council.

5. General Plan Amendment GPA 07-02 (Exhibits 2A and 2B of Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated by this reference), amended as stated above, is approved.

6. Local Coastal Program Amendment LCPA 07-02 (Exhibit 2B of Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated by this reference), amended as stated above, is approved.

7. The draft Citywide Facilities and Improvements Plan Amendment SS 15-06 (Exhibit 2C of Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated by this reference), is amended to incorporate the recommendations of staff, as identified in Exhibit 12B of the City Council Agenda Bill for this project, dated September 22, 2015, on file with the City Clerk and incorporated herein by reference.

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8. Citywide Facilities and Improvements Plan Amendment SS 15-06 (Exhibit 2C of Planning Commission Resolution No. 7112, on file with the City Clerk and incorporated by this reference), amended as stated above, is approved.

9. The City Planner is directed to revise General Plan data and figures, as necessary, to be consistent with the approved land use map and other approved revisions to the plan.

10. The City Planner is directed to revise the General Plan data and figures, as necessary, to be consistent with the approved Agua Hedionda Specific Plan.

11. This action is final on the date this resolution is adopted by the City Council. The Provisions of Chapter 1.16 of the Carlsbad Municipal Code, "Time Limits for Judicial Review" shall apply:

"NOTICE"

The time within which judicial review of this decision must be sought is governed by Code of Civil Procedure, Section 1094.6, which has been made applicable in the City of Carlsbad by Carlsbad Municipal Code Chapter 1.16. Any petition or other paper seeking review must be filed in the appropriate court not later than the ninetieth day following the date on which this decision becomes final; however, if within ten days after the decision becomes final a request for the record is filed with a deposit in an amount sufficient to cover the estimated cost or preparation of such record, the time within which such petition may be filed in court is extended to not later than the thirtieth day following the date on which the record is either personally delivered or mailed to the party, or his attorney of record, if he has one. A written request for the preparation of the record of the proceedings shall be filed with the City Clerk, City of Carlsbad, 1200 Carlsbad Village Drive, Carlsbad, CA, 92008.

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PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the 22nd day of September 2015, by the following vote to wit:

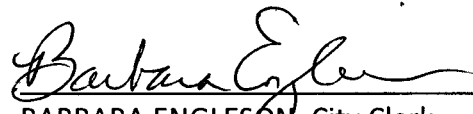
AYES: Council Members Hall, Blackburn, Schumacher, Wood, Packard.

NOES:

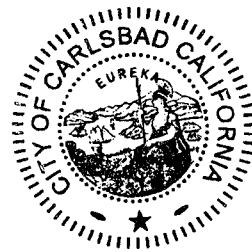
ABSENT:


MATT HALL, Mayor

ATTEST:


BARBARA ENGLERSON, City Clerk

(SEAL)



GENERAL PLAN

Land Use Plan

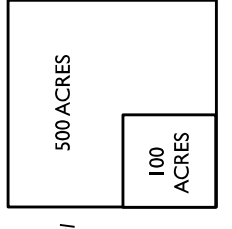
EXHIBIT 2B
General Plan Update
GPA07-02/LCPA07-02
July 18, 2015

- R-1.5, Residential 0-1.5 du/ac
- R-4, Residential 0-4 du/ac
- R-8, Residential 4-8 du/ac
- R-15, Residential 8-15 du/ac
- R-15VC, Residential 8-15 du/ac/Visitor Commercial
- R-15/O, Residential 8-15 du/ac / Office
- R-23, Residential 15-23 du/ac
- R-23/L, Residential 15-23 du/ac/Local Shopping Center
- R-30, Residential 23-30 du/ac
- V, Village
- L, Local Shopping Center
- GC, General Commercial
- VC, Visitor Commercial
- VC/O, Visitor Commercial/Open Space
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- PI, Planned Industrial
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- Coastal Zone
- Highways
- Major Street
- Planned Street
- Railroad
- Lagoons
- Right of Way
- City Limits

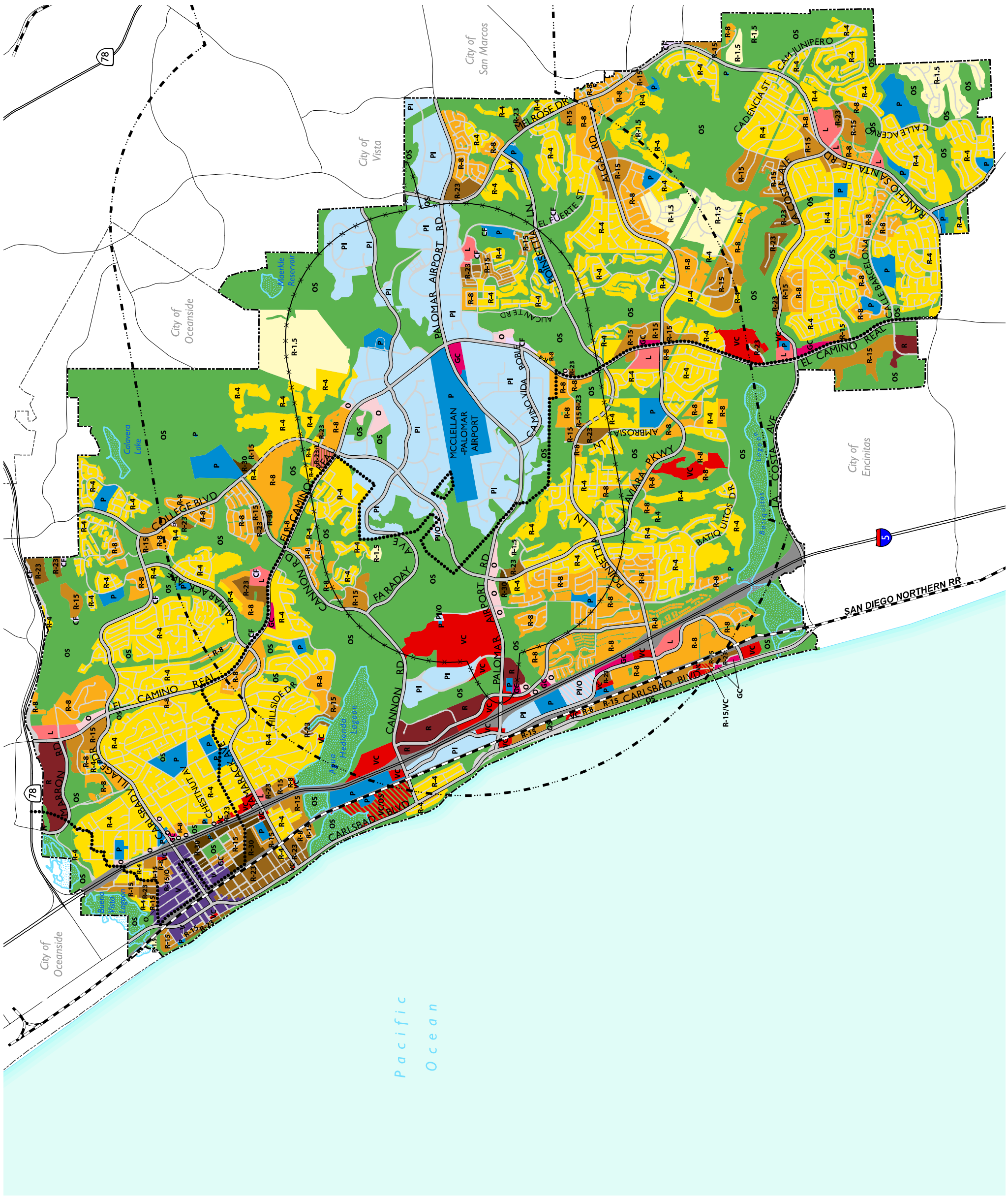
Airport Influence Area

- Review Area 1
- Review Area 2

* The area depicted within the Coastal Zone constitutes the Carlsbad Local Coastal Program Land Use Map



0 0.5 1 2
Miles



CALIFORNIA COASTAL COMMISSION

SAN DIEGO AREA
7575 METROPOLITAN DRIVE, SUITE 103
SAN DIEGO, CA 92108-4421
(619) 767-2370



May 13, 2016

Ms. Jennifer Jesser
City of Carlsbad
Planning Division
1635 Faraday Avenue
Carlsbad, CA 92008

Re: Certification of City of Carlsbad LCP Amendment No. LCP-6-CAR-15-0034-2
(General Plan Update/LCP Map Revisions)

Dear Ms. Jesser:

On May 11, 2016, the California Coastal Commission approved the above referenced amendment to the City of Carlsbad's Local Coastal Program (LCP). The amendment involves revisions to both the Land Use Plan and Implementation Plan components of the certified LCP, including numerous land use and zoning map revisions and text revisions to several Zoning Code sections to eliminate references to the RHNA base density requirement, reduce the minimum density of mixed-use developments in the C-1, C-2, and C-L zones, and allow professional care facilities in the O zone.

The Commission approved the LCP amendment with nine suggested modifications that add map notes on the LCP Land Use and Zoning Maps related to the Open Space land use and zoning boundary in the Terramar neighborhood, apply the Visitor Commercial land use designation and the Commercial Tourist zone to two hotel parcels, retain the Travel Services Commercial land use designation on the Strawberry Fields parcel, retain the Public Utilities land use designation on the power plant parcel, retain the One-Family Residential zone on fourteen parcels along Willow Place, retain the Open Space zone on the north shore of Batiquitos Lagoon, and add a map note to the LCP Zoning Map clarifying that the Commission retains permitting authority in areas of deferred certification. The attached modifications contain the specific changes adopted by the Commission.

Before the amendment request can become effectively certified, the Executive Director must determine that implementation of the approved amendment will be consistent with the Commission's certification order. This is necessary because the amendment was certified with suggested modifications.

In order for the Executive Director to make this determination, the local government must formally acknowledge receipt of the Commission's resolution of certification, including any terms or suggested modifications; and take any formal action which is required to satisfy them, such as rezonings or other ordinance revisions. This certification must also include production of new LCP Land Use and Zoning Maps and new Implementation Plan Chapters 21.26, 21.27, 21.28, 21.31, and 21.53 demonstrating that the amendment, as approved by the Commission and accepted by the City, will be incorporated into the

May 13, 2016
Page 2

City's certified Local Coastal Program immediately upon concurrence by the Commission of the Executive Director's determination.

As soon as the necessary documentation is received in this office and accepted, the Executive Director will report his/her determination to the Commission at its next regularly scheduled public hearing. If you have any questions about the Commission's action or this final certification procedure, please contact our office. Thank you and the other staff members who worked on this planning effort. We remain available to assist you and your staff in any way possible to continue the successful implementation of the local coastal program.

Sincerely,



Gabriel Buhr
Coastal Program Manager

(G:\San Diego\Reports\LCPs\Carlsbad\LCP-6-CAR-15-0034-2 (General Plan Update\LCP Map Revisions) Certification Letter.docx)

**CITY OF CARLSBAD LCP AMENDMENT NO. LCP-6-CAR-15-0034-2
GENERAL PLAN UPDATE/LCP MAP REVISIONS
SUGGESTED MODIFICATIONS ADOPTED BY COASTAL COMMISSION
(ON MAY 11, 2016)**

Land Use Plan:

1. Add the following note to the City of Carlsbad LCP Land Use Map regarding the Open Space boundary in the Terramar neighborhood: "The location of this Open Space boundary shall be refined during the process to update the Carlsbad Local Coastal Program (LCPA 15-07). The boundary may be adjusted to more accurately reflect beach and bluff areas that are undevelopable pursuant to California Coastal Act and city policies."
2. Revise the City of Carlsbad LCP Land Use Map to apply the Visitor Commercial (VC) land use designation to APNs 214-450-17 and 214-450-31 (720 and 751 Macadamia Drive).
3. Revise the City of Carlsbad LCP Land Use Map to retain the Public Utilities (U) land use designation on the Encina Power Station and SDG&E service center parcels (APNs 210-010-46 and 210-010-40).
4. Revise the City of Carlsbad LCP Land Use Map to retain the Travel Services Commercial (TS) land use designation on the Strawberry Fields parcel (APN 211-010-24).

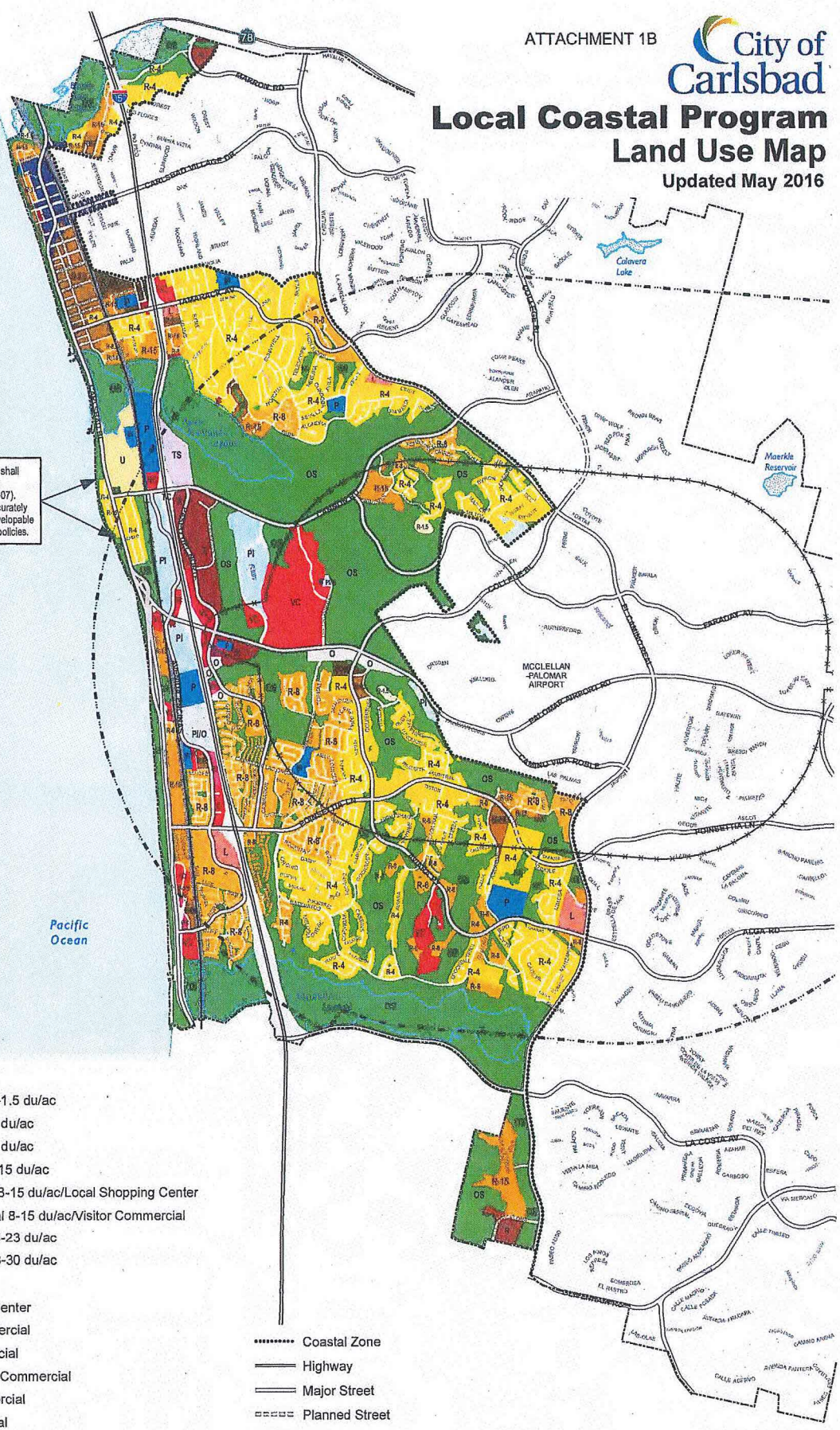
Implementation Plan:

5. Add the following note to the City of Carlsbad LCP Zoning Map regarding the Open Space boundary in the Terramar neighborhood: "The location of this Open Space boundary shall be refined during the process to update the Carlsbad Local Coastal Program (LCPA 15-07). The boundary may be adjusted to more accurately reflect beach and bluff areas that are undevelopable pursuant to California Coastal Act and city policies."
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7. Revise the City of Carlsbad LCP Zoning Map to retain the existing One-Family Residential (R-1) zoning designation on properties along Willow Place (APNs 212-230-01 to 14).

May 13, 2016
Page 4.

8. Revise the City of Carlsbad LCP Zoning Map to retain the existing Open Space (OS) zoning designation on the northern portions of Batiquitos Lagoon (APN 216-140-34).
9. Add the following note to the City of Carlsbad LCP Zoning Map regarding Deferred Certification Areas: "Within the deferred certification areas, the zoning classifications shown on this map are not certified by the California Coastal Commission. Until a Local Coastal Program implementation plan is certified by the California Coastal Commission for these areas, the California Coastal Commission retains authority to issue coastal development permits for development on these properties. The California Coastal Commission will utilize the city's zoning, as shown on this map, as a guide when evaluating proposed coastal development permits within these areas."

The Location of this Open Space boundary shall be refined during the process to update the Carlsbad Local Coastal Program (LCPA 15-07). The boundary may be adjusted to more accurately reflect beach and bluff areas that are undevelopable pursuant to California Coastal Act and city policies.



Land Use:

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- R-4, Residential 0-4 du/ac
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- R-15/VC, Residential 8-15 du/ac/Visitor Commercial
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- U, Public Utilities
- CF, Community Facilities
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- Coastal Zone
- ==== Highway
- ==== Major Street
- Planned Street
- Railroad
- Lagoon
- Right of Way
- City Limits
- Airport Influence Area
- Review Area 1
- Review Area 2

Jan. 26, 2021

Existing Land Use

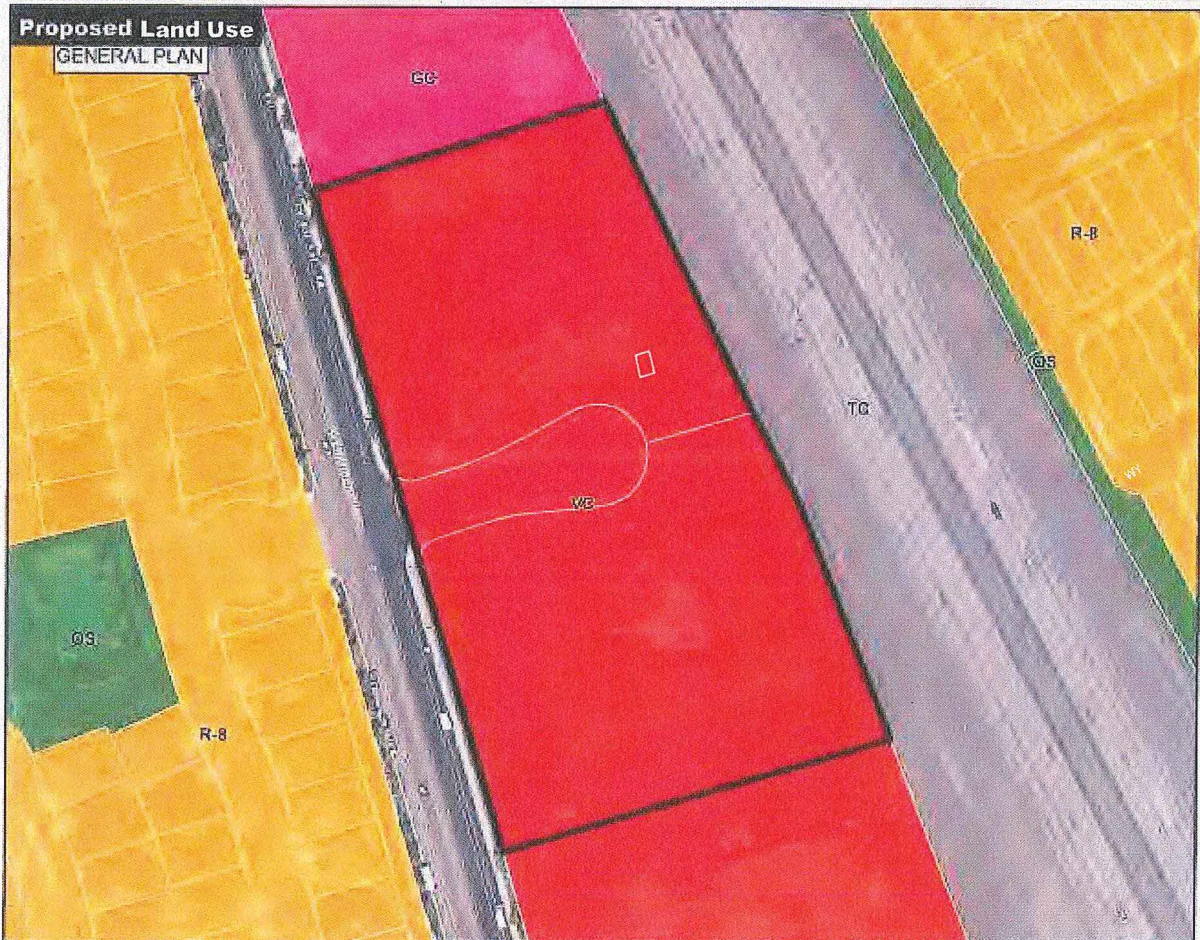
ATTACHMENT 1C

GENERAL PLAN



Proposed Land Use

GENERAL PLAN



RESOLUTION NO. 2016-150

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, ACKNOWLEDGING RECEIPT OF THE CALIFORNIA COASTAL COMMISSION'S RESOLUTION OF CERTIFICATION INCLUDING SUGGESTED MODIFICATIONS FOR LCPA 07-02, AND APPROVING THE ASSOCIATED AMENDMENTS TO THE LOCAL COASTAL PROGRAM LAND USE MAP (LCPA 07-02) AND GENERAL PLAN LAND USE MAP (GPA 07-02).

CASE NAME: GENERAL PLAN UPDATE
 CASE NO.: LCPA 07-02/ GPA 07-02

The City Council of the City of Carlsbad, California, does hereby resolve as follows:

WHEREAS, on September 22, 2015, the City Council approved a comprehensive General Plan update, including associated amendments to the Local Coastal Program land use map and the zoning map (LCPA 07-02/ZC 15-02); and

WHEREAS, the California Coastal Act requires Coastal Commission certification of any local coastal program amendment; and

WHEREAS, on November 9, 2015, the city submitted an application to the Coastal Commission requesting to amend the Carlsbad Local Coastal Program pursuant to LCPA 07-02; and

WHEREAS, on April 27, 2016, the city requested that the Coastal Commission defer its decision on three components of the city's Local Coastal Program amendment application, described as follows:

Deferred Item	Proposed LCP Amendment	Reason to Defer Coastal Commission Decision
Marja Acres	Change LCP land use from: RLM (0-4 du/ac)/L (Local Shopping Center) to R-15 (8-15 du/ac)/GC (General Commercial) and Change LCP zoning from: RA-10,000 (Residential Agriculture)/C-2 (General Commercial) to RD-M (Residential Density Multiple)/C-2 (General Commercial)	At the request of Coastal Commission staff, additional time is needed to adequately evaluate LCP agriculture policies that may relate to this property. This land use and zone change will continue to be processed and brought to the Coastal Commission for decision as a separate item.

<p>Zoning in Deferred LCP Certification Areas</p>	<p>To ensure consistency with proposed land use designations, change the zoning on various properties within the Agua Hedionda LCP segment and 10 parcels within the Mello II segment.</p>	<p>There is no certified LCP implementation plan for these properties; therefore, as determined by Coastal Commission staff, LCP zoning does not technically exist and cannot be changed. The proposed LCP zoning will be incorporated as part of the city's comprehensive LCP update (currently in process), which will include an implementation plan for these properties.</p>
<p>Residential in C-T Zone</p>	<p>Add residential as a permitted use within the C-T (Commercial Tourist) Zone, provided the residential use is located above the ground floor and the residential use is secondary/accessory to the primary visitor-serving commercial use.</p>	<p>At the request of Coastal Commission staff, additional time is needed to evaluate the proposal. This proposal will be incorporated with the city's comprehensive LCP update.</p>

WHEREAS, on May 11, 2016, the California Coastal Commission approved the city's Local Coastal Program Amendment (LCPA 07-02); and on May 16, 2016, the city received a letter dated May 13, 2016 from the California Coastal Commission, attached hereto as Attachment 1A, that certifies (resolution of certification) the Coastal Commission's approval of the city's Local Coastal Program amendment (LCPA 07-02), subject to nine suggested modifications; and

WHEREAS, acceptance of the California Coastal Commission's suggested modifications, as set forth in Attachment 1A attached hereto, is necessary to comply with the California Coastal Act and California Administrative Code; and

WHEREAS, the City Council did on the 12th day of July, hold a duly noticed public hearing as prescribed by law to consider said request.

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

1. The foregoing recitations are true and correct.

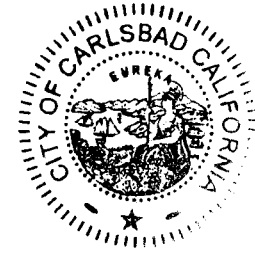
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PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of
Carlsbad on the 12th of July, 2016, by the following vote to wit:

AYES: Hall, Wood, Schumacher, Blackburn, Packard.
NOES: None.
ABSENT: None.


MATT HALL, Mayor


BARBARA ENGLERSON, City Clerk



CALIFORNIA COASTAL COMMISSION

SAN DIEGO AREA
7575 METROPOLITAN DRIVE, SUITE 103
SAN DIEGO, CA 92108-4421
(819) 767-2370



May 13, 2016

Ms. Jennifer Jesser
City of Carlsbad
Planning Division
1635 Faraday Avenue
Carlsbad, CA 92008

Re: Certification of City of Carlsbad LCP Amendment No. LCP-6-CAR-15-0034-2
(General Plan Update/LCP Map Revisions)

Dear Ms. Jesser:

On May 11, 2016, the California Coastal Commission approved the above referenced amendment to the City of Carlsbad's Local Coastal Program (LCP). The amendment involves revisions to both the Land Use Plan and Implementation Plan components of the certified LCP, including numerous land use and zoning map revisions and text revisions to several Zoning Code sections to eliminate references to the RHNA base density requirement, reduce the minimum density of mixed-use developments in the C-1, C-2, and C-L zones, and allow professional care facilities in the O zone.

The Commission approved the LCP amendment with nine suggested modifications that add map notes on the LCP Land Use and Zoning Maps related to the Open Space land use and zoning boundary in the Terramar neighborhood, apply the Visitor Commercial land use designation and the Commercial Tourist zone to two hotel parcels, retain the Travel Services Commercial land use designation on the Strawberry Fields parcel, retain the Public Utilities land use designation on the power plant parcel, retain the One-Family Residential zone on fourteen parcels along Willow Place, retain the Open Space zone on the north shore of Batiquitos Lagoon, and add a map note to the LCP Zoning Map clarifying that the Commission retains permitting authority in areas of deferred certification. The attached modifications contain the specific changes adopted by the Commission.

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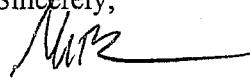
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May 13, 2016
Page 2

City's certified Local Coastal Program immediately upon concurrence by the Commission of the Executive Director's determination.

As soon as the necessary documentation is received in this office and accepted, the Executive Director will report his/her determination to the Commission at its next regularly scheduled public hearing. If you have any questions about the Commission's action or this final certification procedure, please contact our office. Thank you and the other staff members who worked on this planning effort. We remain available to assist you and your staff in any way possible to continue the successful implementation of the local coastal program.

Sincerely,



Gabriel Buhr
Coastal Program Manager

**CITY OF CARLSBAD LCP AMENDMENT NO. LCP-6-CAR-15-0034-2
GENERAL PLAN UPDATE/LCP MAP REVISIONS
SUGGESTED MODIFICATIONS ADOPTED BY COASTAL COMMISSION
(ON MAY 11, 2016)**

Land Use Plan:

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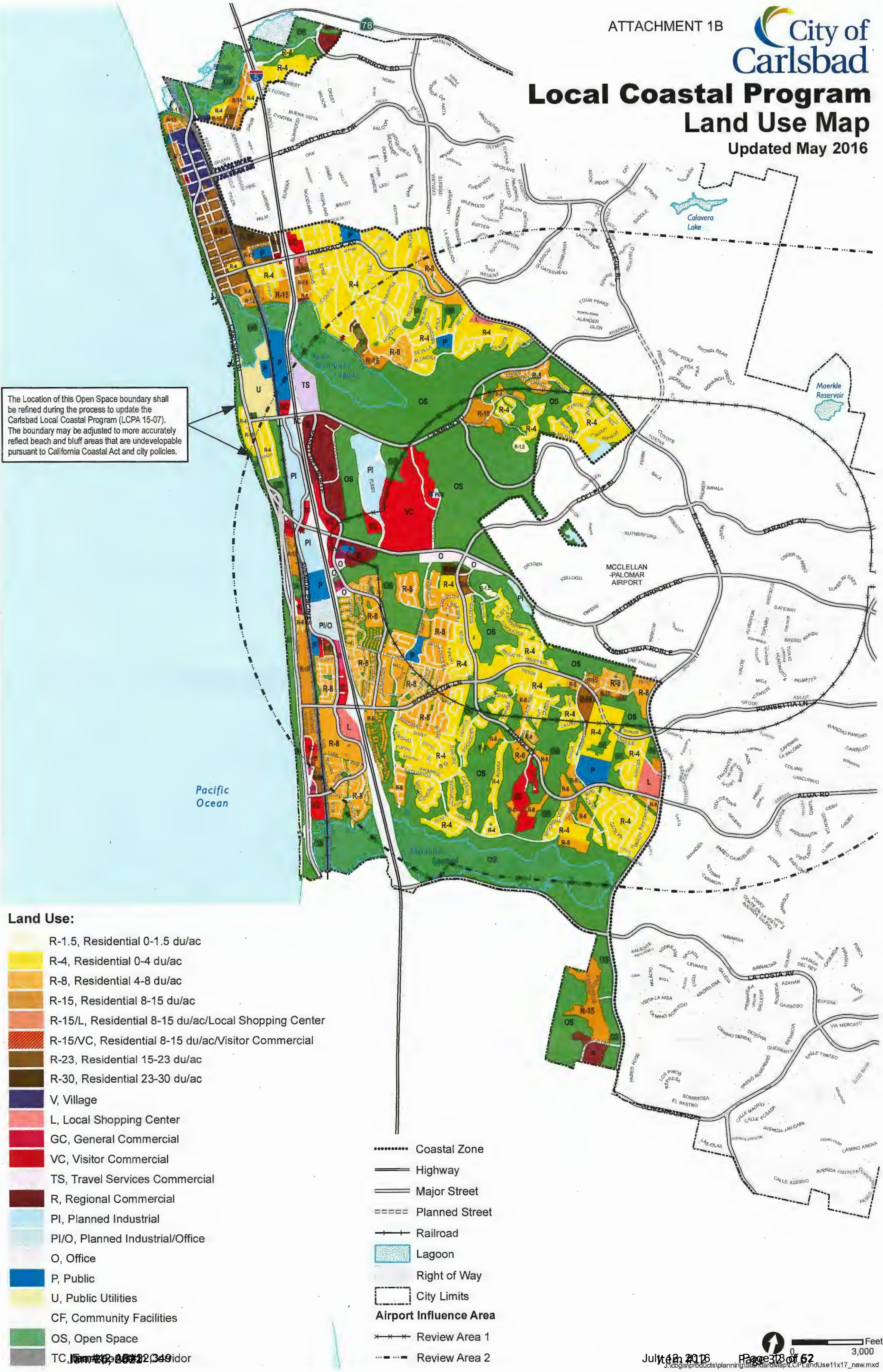
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Local Coastal Program Land Use Map

Updated May 2016

The Location of this Open Space boundary shall be refined during the process to update the Carlsbad Local Coastal Program (LCPA 15-07). The boundary may be adjusted to more accurately reflect beach and bluff areas that are undevelopable pursuant to California Coastal Act and city policies.



Land Use:

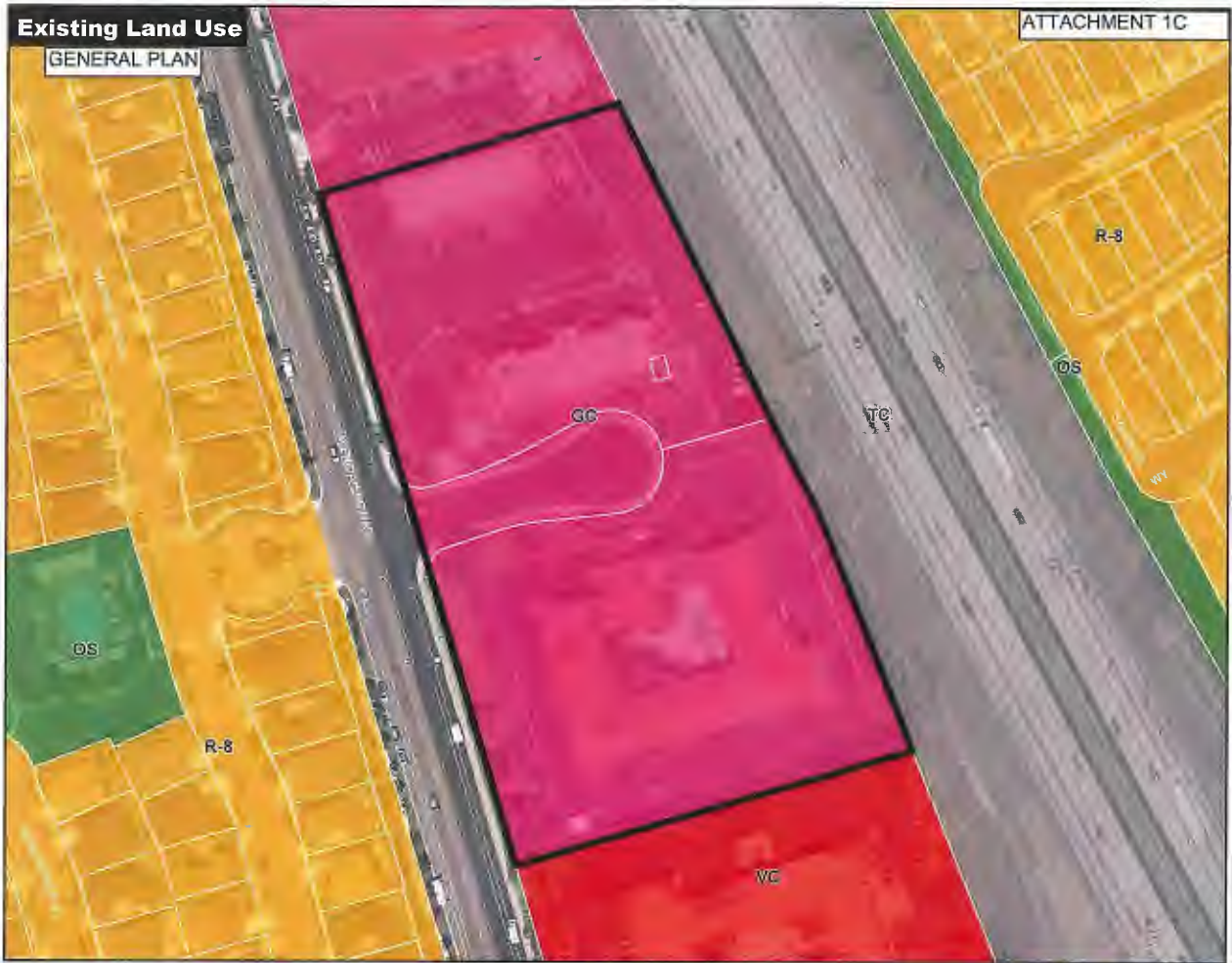
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- Coastal Zone
- Highway
- Major Street
- Planned Street
- Railroad
- Lagoon
- Right of Way
- City Limits
- Airport Influence Area
- Review Area 1
- Review Area 2

Existing Land Use

ATTACHMENT 1C

GENERAL PLAN



Proposed Land Use

GENERAL PLAN



CALIFORNIA COASTAL COMMISSION

SAN DIEGO AREA
 7575 METROPOLITAN DRIVE, SUITE 103
 SAN DIEGO, CA 92108-4421
 (619) 767-2370



July 27, 2016

Th15c

TO: COMMISSIONERS AND INTERESTED PARTIES

FROM: JOHN AINSWORTH, ACTING EXECUTIVE DIRECTOR

SUBJECT: EXECUTIVE DIRECTOR'S DETERMINATION that the action by the City of Carlsbad, certifying the City's Local Coastal Program Amendment No. LCP-6-CAR-15-0034-2 (General Plan Update/LCP Map Revisions), is adequate to effectively certify its local coastal program (for Commission review at its meeting of August 11, 2016)

BACKGROUND

At its May 11, 2016 meeting, the Coastal Commission certified, with suggested modifications, the City of Carlsbad Local Coastal Program Amendment No. LCP-6-CAR-15-0034-2, regarding revisions to both the Land Use Plan and Implementation Plan components of the certified LCP, including numerous land use and zoning map revisions and text revisions to several Zoning Code sections to eliminate references to the RHNA base density requirement, reduce the minimum density of mixed-use development in the C-1, C-2, and C-L zones, and allow professional care facilities in the O zone. By its actions adopting Resolution No. 2016-150 on July 12, 2016 and Ordinance No. CS-302 on July 26, 2016, the City Council has acknowledged and accepted all of the Commission's suggested modifications. The nine modifications add map notes on the LCP Land Use and Zoning Maps related to the Open Space land use and zoning boundary in the Terramar neighborhood, apply the Visitor Commercial land use designation and the Commercial Tourist zone to two hotel parcels, retain the Travel Services Commercial land use designation on the Strawberry Fields parcel, retain the Public Utilities land use designation on the power plant parcel, retain the One-Family Residential zone on fourteen parcels along Willow Place, retain the Open Space zone on the north shore of Batiquitos Lagoon, and add a map note to the LCP Zoning Map clarifying that the Commission retains permitting authority in areas of deferred certification.

As provided for in Section 13544 of the Commission's Code of Regulations, the Executive Director must determine if the action of the City of Carlsbad is legally sufficient to finalize Commission review of the LCP amendment. The City's actions have been reviewed and determined to be adequate by the Executive Director. Section 13554 of the Commission's Code of Regulations then requires this determination be reported to the Commission for its concurrence.

RECOMMENDATION

Staff recommends that the Commission **CONCUR** with the Executive Director's determination as set forth in the attached letter (to be sent after Commission endorsement).



J:\Requests\March2015\ComEconDev\Planning\RTM\0020259 - 20\Ponto Planning Area 4 - Aerial.mxd

Pacific Ocean

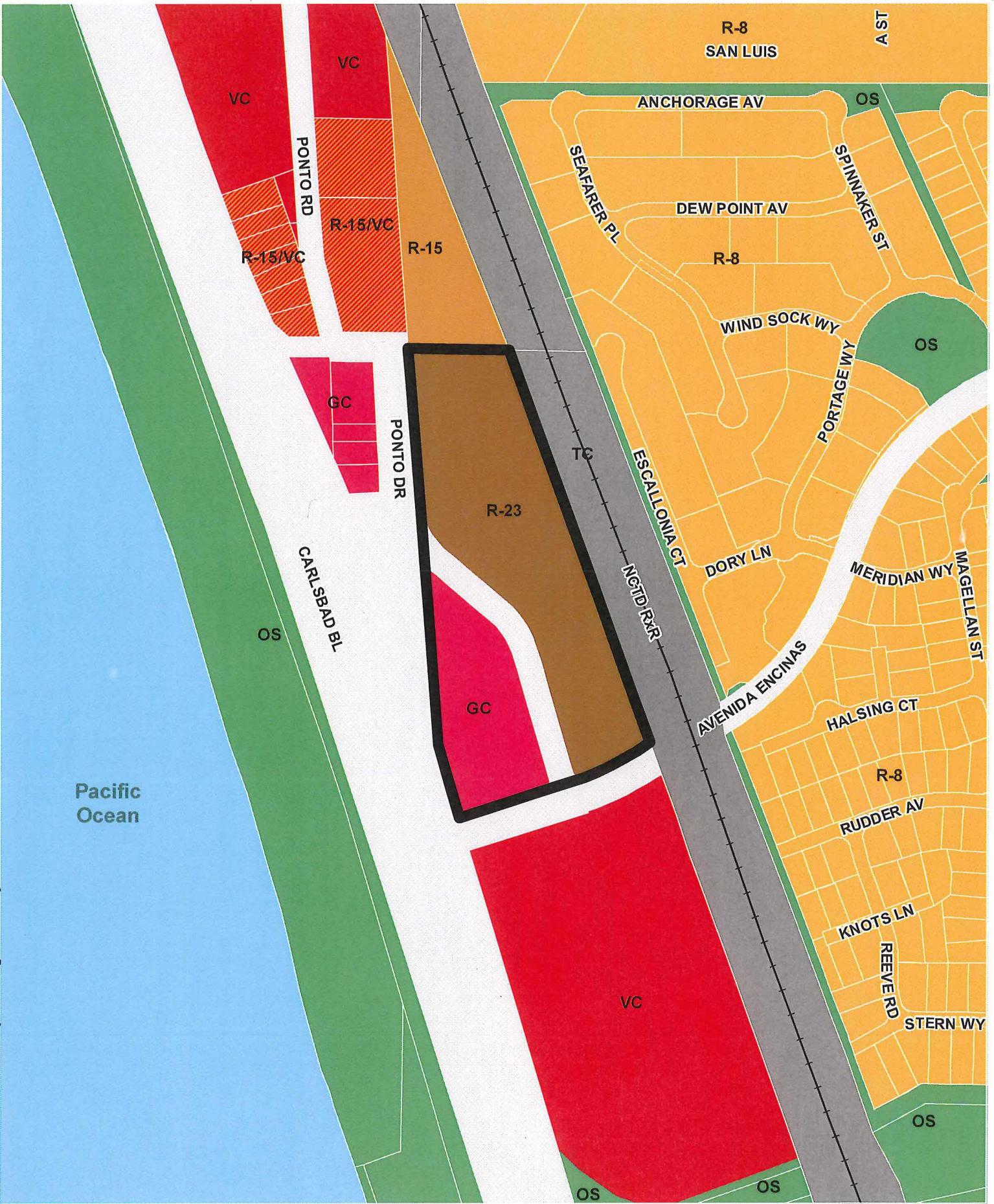
City of Carlsbad
 Ponto Planning Area #4
 Jan. 26, 2021



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Map created by the City of Carlsbad GIS. Portions of the DERIVED PRODUCT contain geographic information copyrighted by SanGIS. All Rights Reserved

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City of Carlsbad
 Ponto Planning Area #4
 GENERAL PLAN LAND USE
 Jan. 26, 2021



Map created by the City of Carlsbad GIS. Portions of the DERIVED PRODUCT contain geographic information copyrighted by SanGIS. All Rights Reserved

POINSETTIA SHORES MASTER PLAN

MP 175(G)

PLANNING AREA F

1. Description:

Planning Area F is located at the far northwest corner of the Master Plan area west of the AT&SF Railway right-of-way. This Planning Area has a gross area of 11.3 acres and a net developable area of 10.7 acres.

2. Land Use Allocation:

General Plan Land Use: NRR (Non-Residential Reserve)

Planning Area F carries a Non-residential Reserve (NRR) General Plan designation. As shown on Exhibit 9 (Land Use Summary Table), Planning Area F is an "unplanned" area, for which land uses will be determined at a later date when more specific planning is carried out for areas west of the railroad right-of-way. A future Major Master Plan amendment and LCP amendment will be required prior to further development approvals for Planning Area F.

The intent of the NRR designation is not to limit the range of potential future uses entirely to non-residential, however, since the City's current general plan does not contain an "unplanned" designation, NRR was determined to be appropriate at this time. In the future, if the Major Master Plan amendment has not been processed, and the City develops an "unplanned" General Plan designation, then this site would likely be redesignated as "unplanned". Future uses could include, but are not limited to: commercial, residential, office, and other uses, subject to future review and approval. For residential uses to be approved in planning area F, or any planning area west of the railroad tracks, there would have to be a determination that residential dwelling units could be available through the southwest quadrant to this property consistent with the City's Growth Management Plan as part of the Major Master Plan Amendment.

3. Special Development Standards:

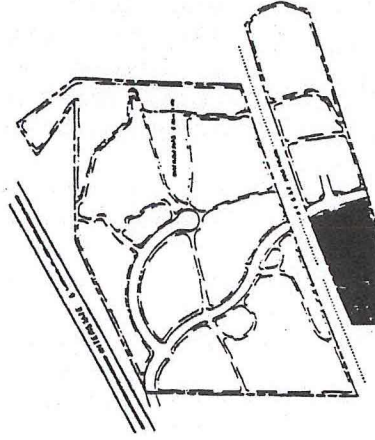
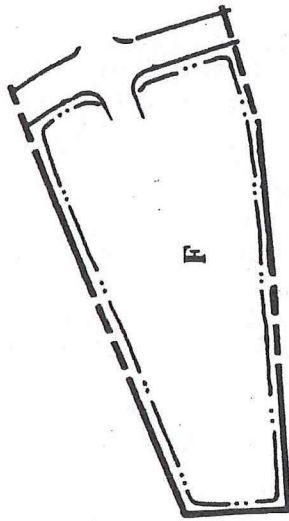
All structures shall be set back a minimum of 40 feet from the AT&SF Railroad Right-of-Way. Allowable uses within this setback include streets, parking and landscaping.

All structures shall be set back a minimum of 40 feet from Carlsbad Boulevard. The setback shall include a link of the Citywide Trail System, if adopted. Allowable uses within this setback include streets, parking and landscaping.

Special development standards for this planning area will be developed through the future Major Master Plan Amendment.

As part of any future planning effort, the city and developer must consider and document the need for the provision of lower cost visitor accommodations or recreational facilities (i.e., public park) on the west side of the railroad.

Exhibit 43 Planning Area F



Key Map



PLANNING AREA F
POI. JETTIA SHORES MASTER PL. N

4. Approval Process:

Prior to approval of a tentative map or Site Development Plan for this planning area, a Major Master Plan Amendment and LCP Amendment shall be required to address any proposed use and design criteria for this site. Based on the proposed use and design criteria, additional discretionary applications may be required including but not limited to a General Plan Amendment and Local Facilities Management Plan Amendment.

Prior to approval of further development approvals for this area, the applicant must submit one of the following:

- a. An economic impact study for Planning Area F; or
- b. Justification showing how the proposed use in Area F has either an equal or lower economic impact on the City than was estimated in the original Kaiza Poinsettia Master Plan Economic Impact Study. This study must be reviewed and approved the Planning Director. If the Planning Director finds that the justification does not clearly show an equal or lesser impact than previously estimated, then a full economic impact report shall be prepared as in Item "b" above.

5. Environmental Mitigation Conditions

Prior to approval of further development approvals for this area, additional environmental review shall be conducted to determine whether any significant environmental impacts will occur as a result of the proposed use, beyond those originally anticipated in EIR 84-3.

6. Other Special Conditions

For residential uses to be approved in planning area F, there would have to be a determination that residential dwelling units could be available through the southwest quadrant to this property consistent with the City's Growth Management Plan as part of the Major Master Plan Amendment.

Development of this Planning Area shall comply with the requirements stated in Section B of this Master Plan Chapter beginning on page 66.

PLANNING AREA G

1. Description:

Planning Area G is located west of the AT&SF Railway right-of-way, east of Carlsbad Boulevard, north of Planning Area H and south of the Avenida Encinas extension. Planning Area G has a gross area of 8.4 acres and net developable area of 7.8 acres.

PONTO BEACHFRONT VILLAGE VISION PLAN



RBF urban design studio
CONSULTING

PREPARED BY

DRAFT PLAN - MAY 2005

JN 25101099

PREPARED FOR CITY OF CARLSBAD





CHAPTER 2 THE PONTO BEACHFRONT VILLAGE VISION

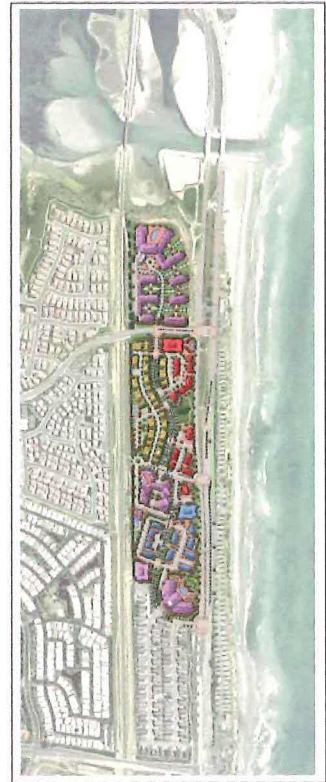




CHAPTER 2: THE PONTO BEACHFRONT VILLAGE VISION

SECTION 2.1: VISION DEFINED VISION STATEMENT

The Ponto Beachfront Village is an active pedestrian- and bicycle-oriented, mixed use area with a strong sense of place and a unique California coastal architectural character. The concentration of specialty retail, restaurants, plazas, and a community-based nature and art center make it both a community and local destination for families. An informal mix of townhouses, live-work units, and mixed use residential enhance the vitality and add life to the Village. Pedestrians and cyclists alike find it easy to get around with the beachfront and bluff top trails, the pedestrian underpass connection to the beach, and the many dedicated pathways throughout the Village, while environmental enthusiasts find the interpretive wetland park a must-see. Beach-goers and campers appreciate the convenient and fun services in the Ponto Beachfront Village, as well as the new parking spaces provided along the beautifully landscaped Carlsbad Boulevard. The Ponto Beachfront Village is a truly special place in the City of Carlsbad that is enjoyed by both visitors and residents.



KEY PRINCIPLES

- ◆ Strong sense of place
- ◆ Balance of tourist-serving and neighborhood uses
- ◆ Pedestrian-and bicycle friendly
- ◆ Unique architectural character
- ◆ Abundant landscaping
- ◆ Gateways
- ◆ Community trail system
- ◆ Enhanced beach access
- ◆ Convenient parking opportunities

CHARACTER AREAS

Six distinct character areas contribute to the overall vision for the Ponto Beach Village:

- Mixed Use Center
- Beachfront Resort
- Townhouse Neighborhood
- Village Hotel
- Live-Work Neighborhood
- Garden Hotel

The visions for each of the above character areas are described on the following pages. The illustrated concepts of the vision are intended to establish an ideal scenario; individual Ponto Beachfront Village projects may be implemented differently.

Although the Ponto Vision Plan area is divided into specific character areas with designated land uses, the Vision Plan is also intended to allow some flexibility to respond to changing conditions. Therefore, this Plan will allow for a designated land use in one character area to extend into a portion of an adjacent character area, provided that the overall intent of the Ponto Vision Plan is not compromised. Any such extension would require approval of the Director of Housing and Redevelopment and the Director of Planning.



EXHIBIT 2.1 PONTO BEACHFRONT VILLAGE CHARACTER AREAS



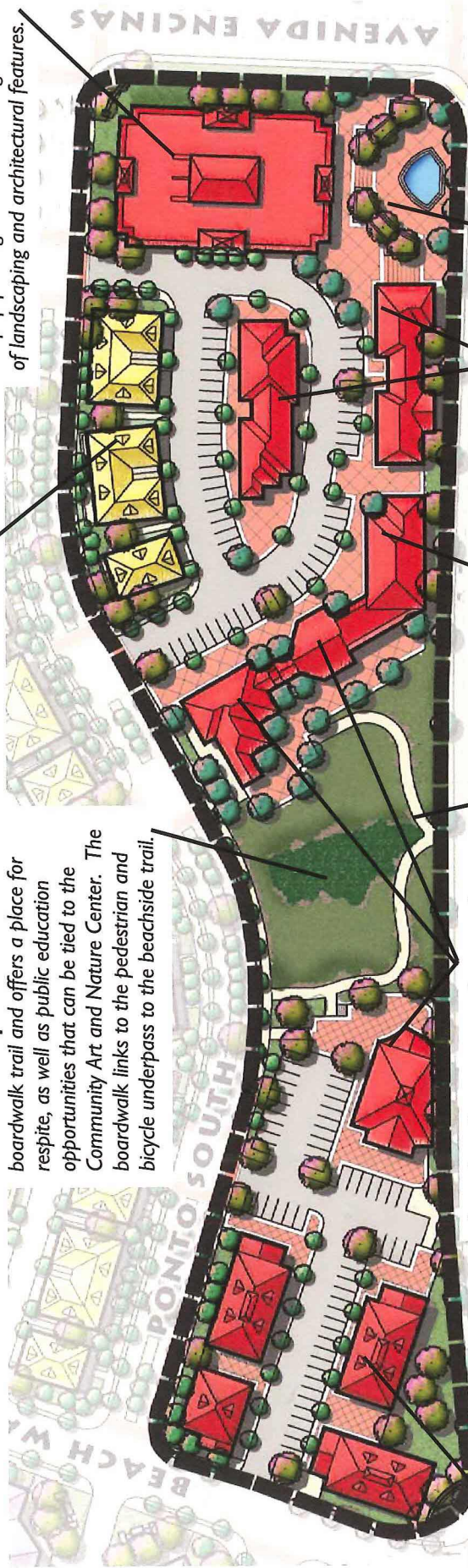
Mixed Use Center

The Mixed Use Center serves as the “heart” of the Ponto Beachfront Village. In this lively center, are a variety of small specialty shops, services, restaurants, offices, housing, and a central community amenity. The mix of uses – both horizontal and vertical – creates an active and vibrant area.

The enhanced wetland becomes a **Wetland Interpretive Park** with a boardwalk trail and offers a place for respite, as well as public education opportunities that can be tied to the Community Art and Nature Center. The boardwalk links to the pedestrian and bicycle underpass to the beachside trail.

A row of California coastal-style **townhouses or live-work units** is located along Ponto Drive, creating a concentration of housing in the Mixed Use Center. The town homes add life to the area, as well as provide a visual connection to the neighborhood across the street.

A four level **parking garage** (one level underground, three above) provides ample parking for the Beachfront Village shops and attractions. Small shops line the portion of the garage facing the plaza, heightening the level of outdoor activity. Because the garage is in a slightly depressed part of the project area, the visual impact is minimal and does not impede surrounding neighborhood views. Rooftop parking is screened through the use of landscaping and architectural features.



A number of **restaurants** that appeal to both residents and visitors are envisioned in the Mixed Use Center. The lower-level restaurants take advantage of large outdoor patios that overlook the enhanced wetland, while the second story restaurants do the same with balconies.

Additional **mixed use opportunities** are located along Ponto Drive and Beach Way. It is envisioned that a combination of office and artist uses will be developed with residential to the rear or on upper stories.

Underpass trail provides connection to west side of Carlsbad Boulevard.

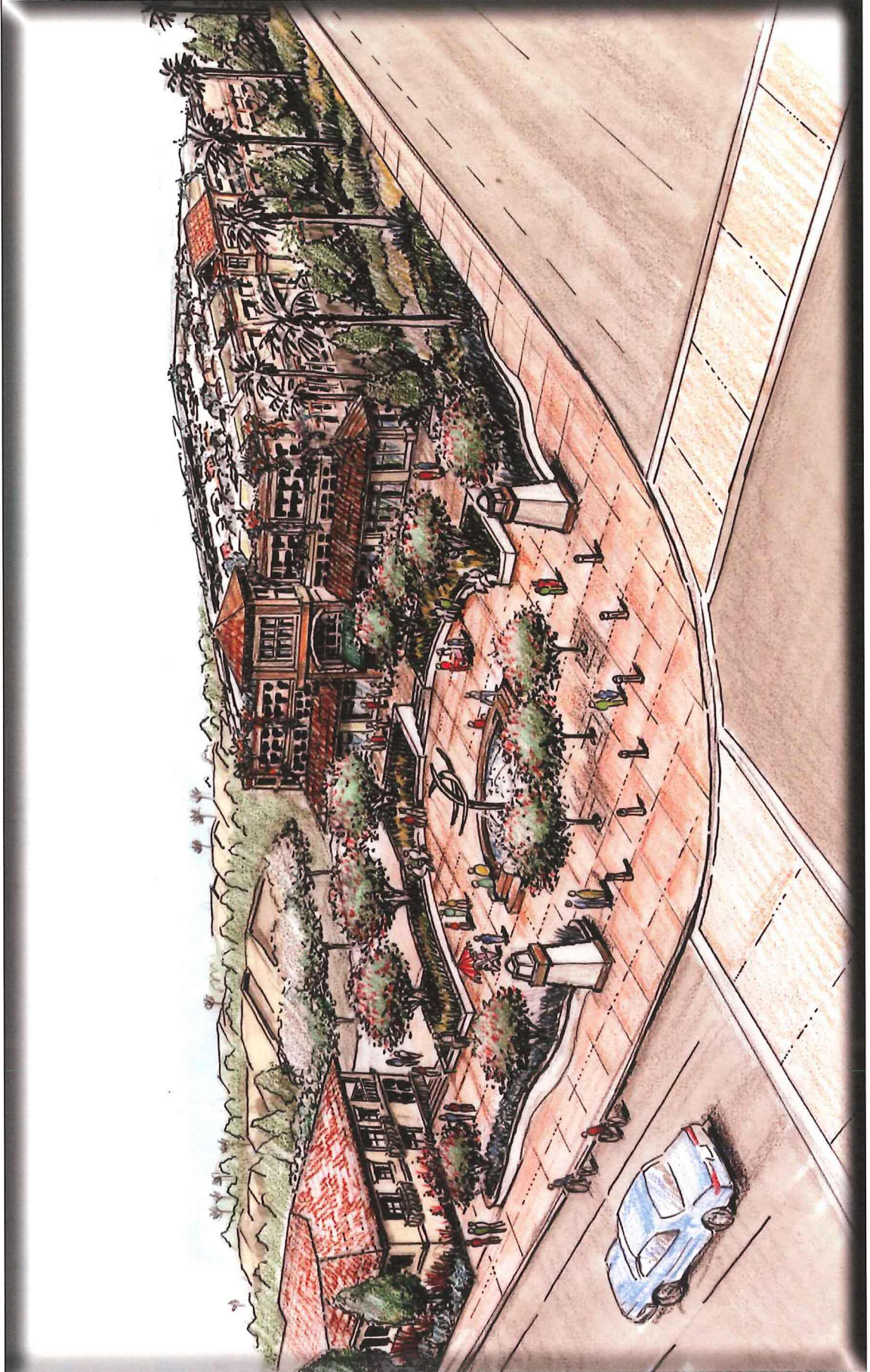
Several one to three-story **mixed use developments** provide shops and services, while also providing unique housing opportunities on upper levels.

As part of the mixed use development, the **Village Plaza** provides a location for community gatherings, relaxation, or outdoor dining. With its slightly elevated center, the plaza also offers vistas of the Batiqtos Lagoon. The plaza presents an opportunity for outdoor vendors, performers, and special events.

A medium-sized community facility – ideally a **Nature and Art Center** – provides organized activities and classes, houses interpretive exhibits, and serves as a location for community-based events. A second or third story balcony provides views to the wetland.

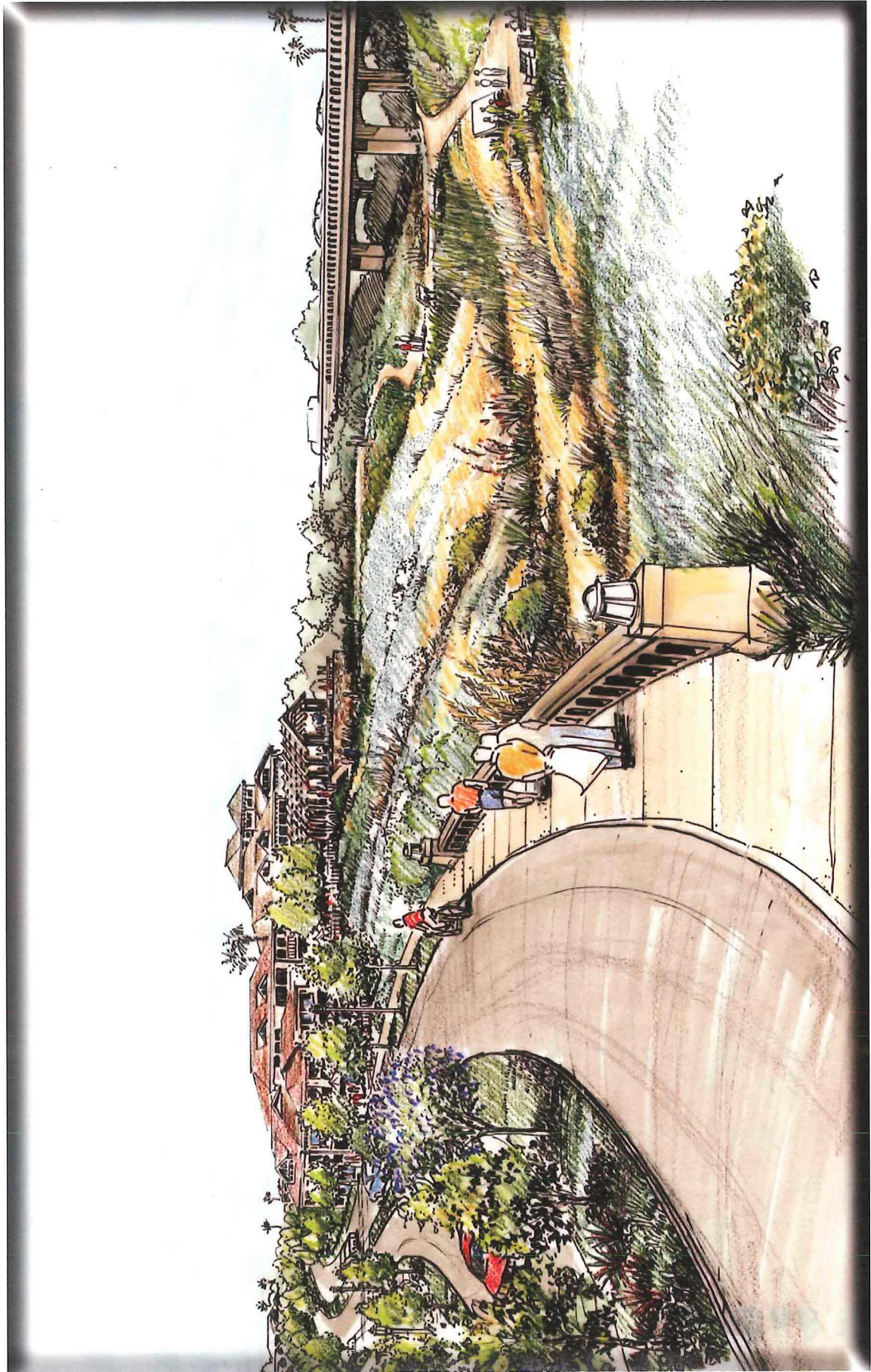


Mixed Use Center – Village Plaza





Mixed Use Center – Wetland Interpretive Area



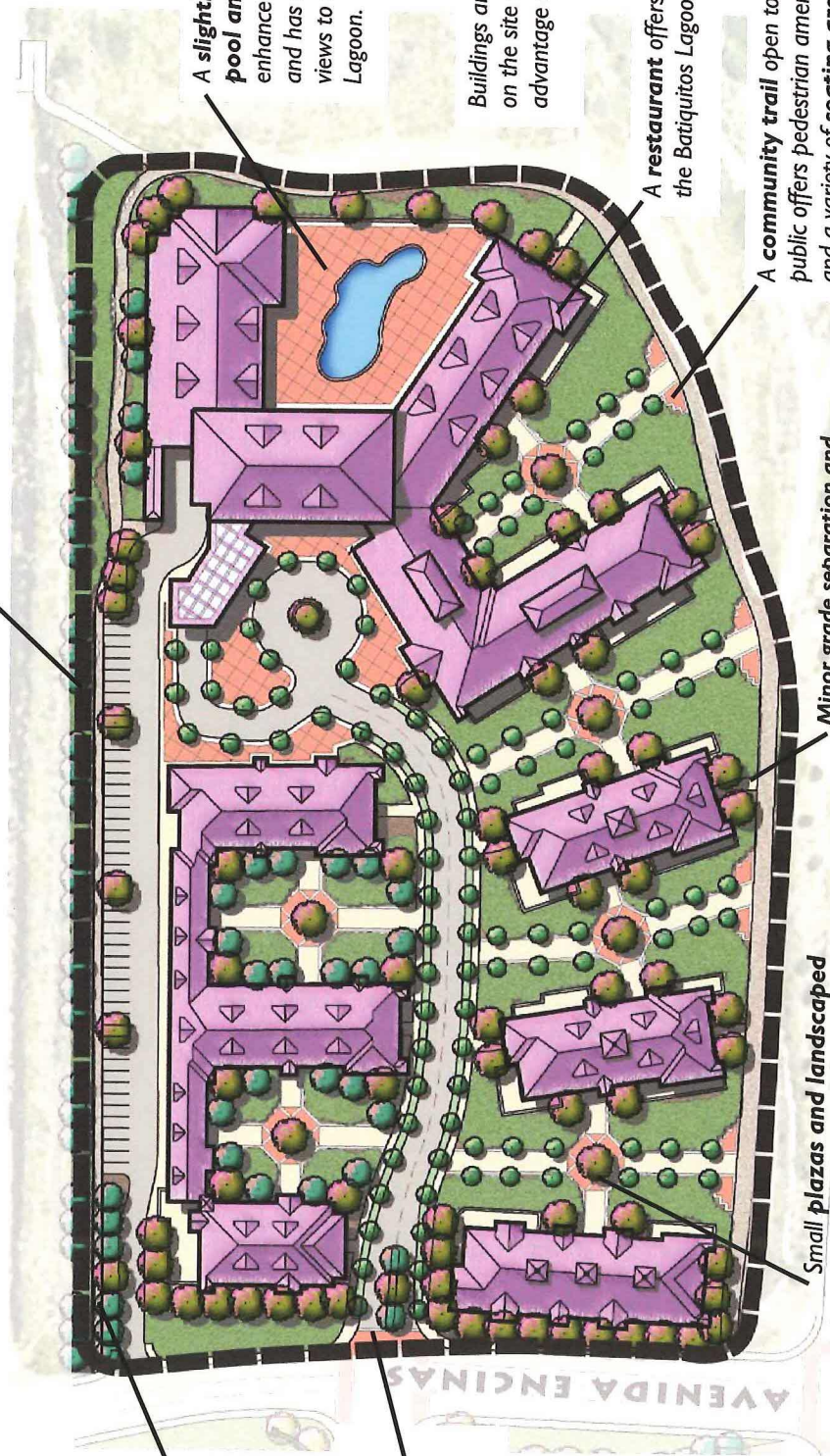


Beachfront Resort

An attractive, upscale resort anchors the south end of the Ponto Beachfront Village and creates an attractive landmark for the southern gateway to Carlsbad. The resort, a combination of hotel lodging and timeshare, with a full-service restaurant, meeting facilities and publicly accessible retail, is well integrated into the Village and includes a wide public trail on the perimeter of the grounds. Hotel guests also have convenient access to shops and restaurants in the Mixed Use Center.

The upscale resort provides some **guest and employee parking** in a small rear lot, while the majority of parking is located underground.

Perimeter trail links to **regional trail system** and provides a crossing over the railroad tracks.



Direct access to the trail is provided along the rear of the resort.

The resort includes a beautifully landscaped entry and drive.

A slightly elevated pool and patio enhance guest privacy and has expansive views to Batiqitos Lagoon.

Buildings are oriented on the site to take advantage of views.

A restaurant offers views to the Batiqitos Lagoon.

A community trail open to the public offers pedestrian amenities and a variety of seating areas to take advantage of the views to lagoon and ocean.

Minor grade separation and landscaping are used to create a soft delineation between public and private areas along the trail.

Small plazas and landscaped courtyards provide interesting connections between the two to three-story buildings.



Townhouse Neighborhood

A compact, high-density residential neighborhood (19 dwelling units per acre) lies along the eastern edge of the Beachfront Village. The neighborhood offers residents proximity to the ocean, numerous recreation opportunities, and walkable access to a variety of services and amenities.

Trees and shrubs provide a **buffer** between the neighborhood and the railroad right-of-way.

A small **neighborhood park** provides park benches, a basketball court, and a tot lot for the young children.

Visitor parking lots are provided near the railroad edge.

Vehicles move slowly along a **private drive/alley** that functions as a shared pathway for cars, pedestrians and bicyclists, in the neighborhood.

Parking for the units is provided inside tandem space garages accessed from the private drive/alley driveways. Garages are not visible from Ponto Drive.

Consistent use of **trees and landscape treatments** create continuity and add to the neighborhood's unique charm.

Walkways connect front porches and entrances to the **tree-lined sidewalks** along Ponto Drive.

Townhouses are designed with an **architectural style** and detailing characteristic of the California coastal style. **Front porches and carriage houses** above the garages are important architectural features.





Village Hotel

The charming two to three-story Village Hotel is nestled in the eastern portion of the property and provides a combination of lodging and amenities for guests to the Ponto Beachfront Village. This site could also be developed as a courtyard apartment complex.





Live-Work Neighborhood

Building on the mix of uses originally located in the area, including residential and commercial services, the Live-Work Neighborhood provides living space, as well as office and workspace for on-site artists, lawyers, architects, and a variety of other craftspeople and professionals. The Live-Work designation allows for the adaptive reuse of existing buildings and/or the continuation of compatible uses. This site could also be developed with more traditional horizontal and vertical mixed use developments.

Note: This concept requires the consolidation of lots and/or cooperation and partnerships among property owners.

Surface parking surrounded by shops for the live-work and the market is supplemented by a small parking structure built into the hillside. Shops line the first level of the garage.

A central plaza provides space for displays of artwork, activities, special events, etc.

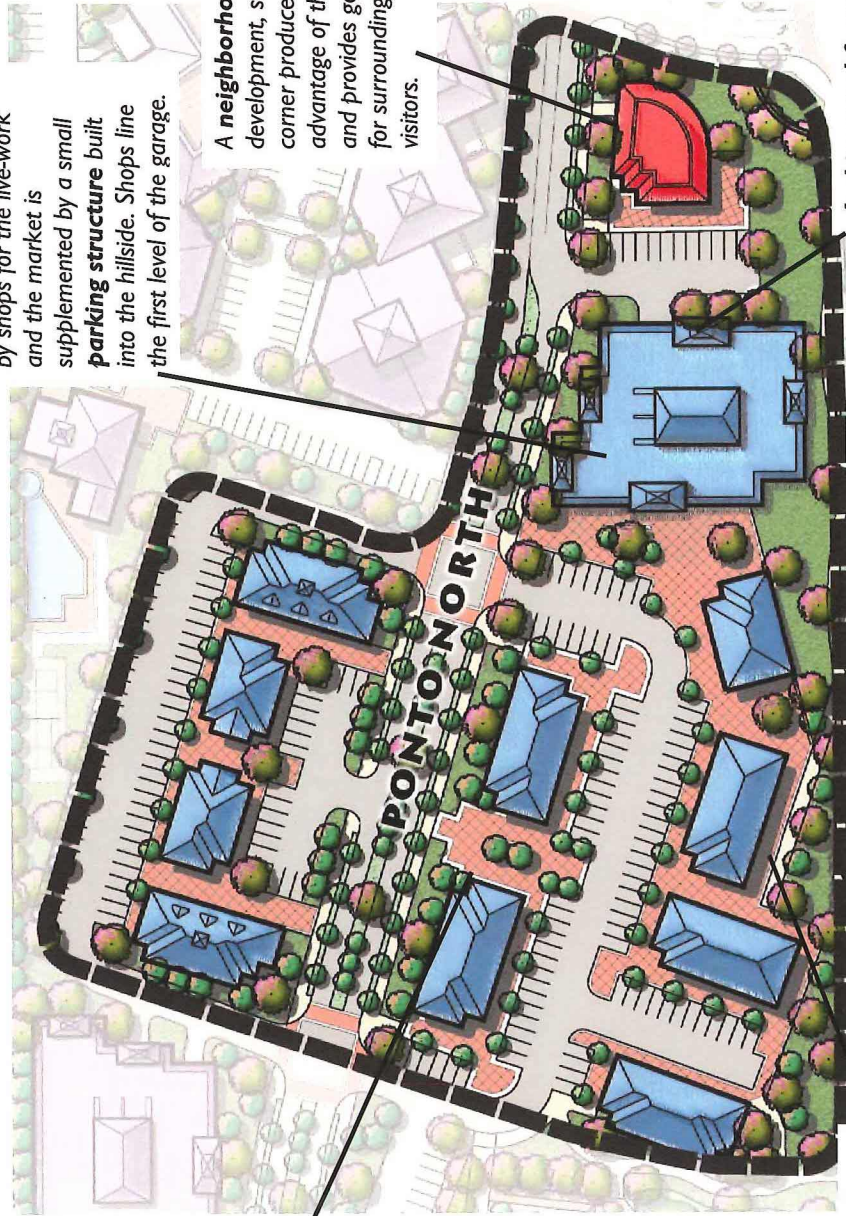
Buildings on the west are oriented to maximize Carlsbad Boulevard exposure and take advantage of ocean views.

Informal siting of the one to three-story buildings around attractive pedestrian plazas and paseos increases the opportunity to “wander and discover”.

Direct connection to dedicated pedestrian and bicycle pathway.

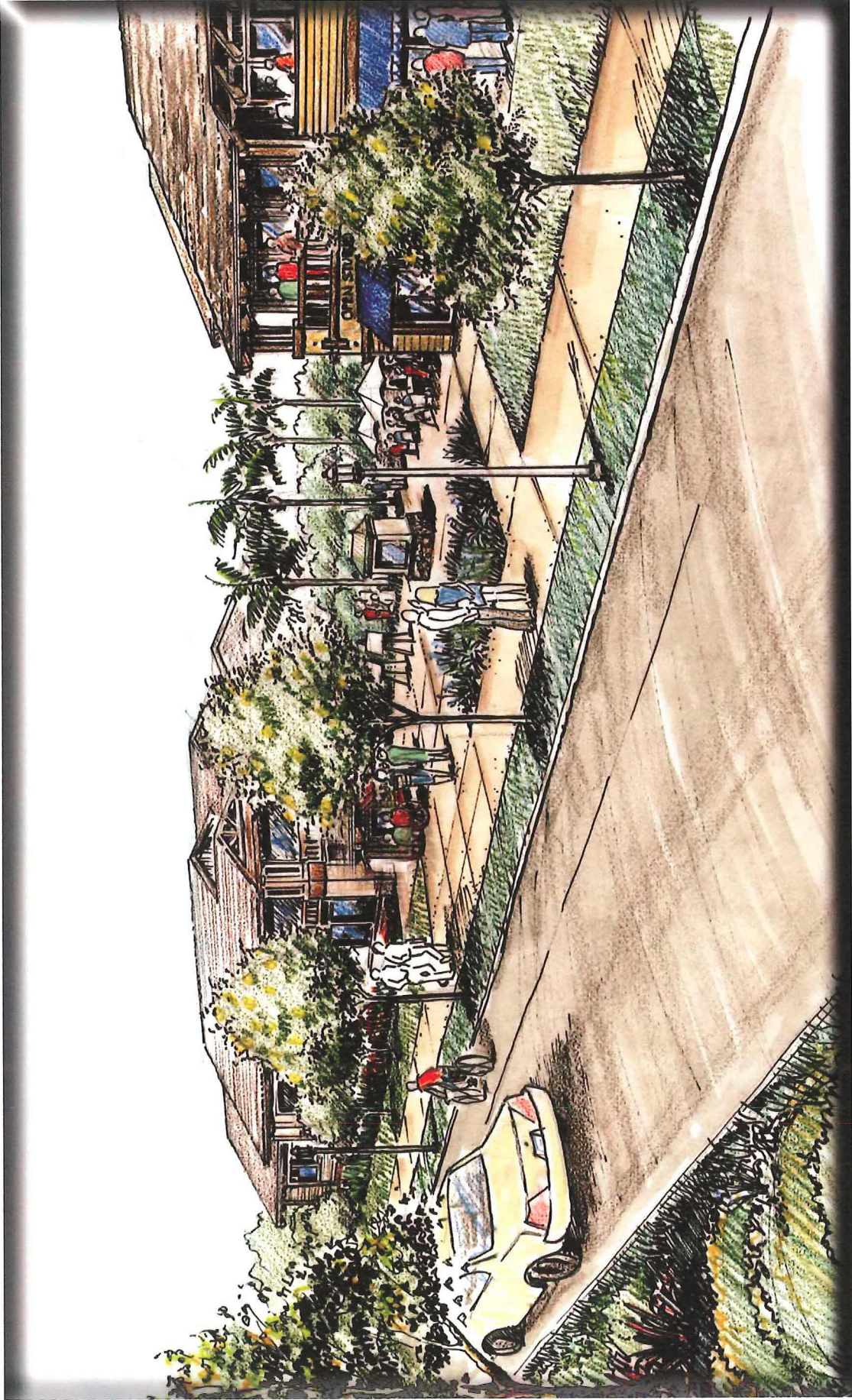
A neighborhood commercial development, such as a small corner produce market, takes advantage of the corner location and provides goods and services for surrounding residents and visitors.

Architectural features and details are important aesthetic





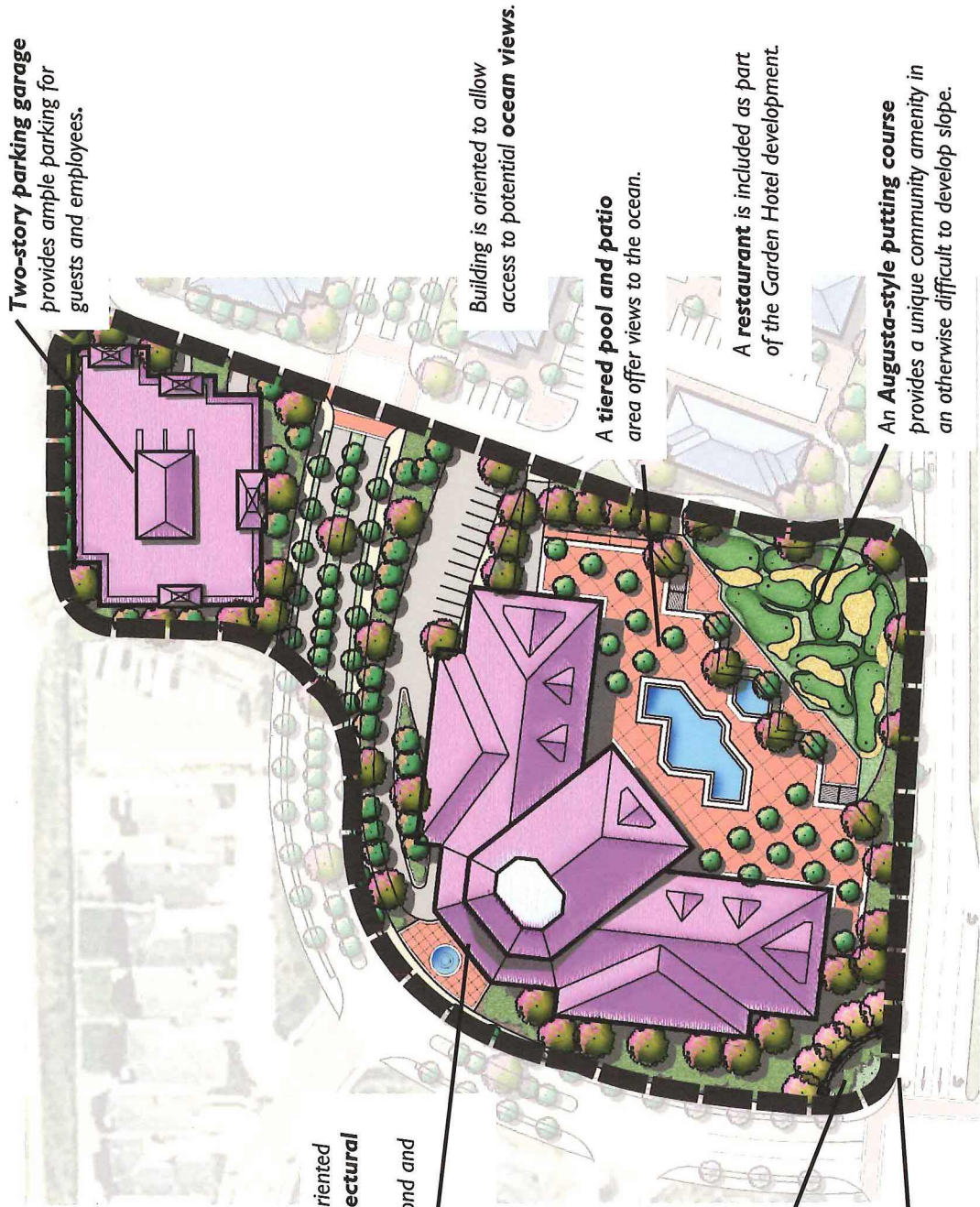
Live-Work Neighborhood





Garden Hotel

Taking advantage of views toward the ocean and beautiful landscaping and plazas, the three-story Garden Hotel provides both hotel lodging and a small conference facility.



Main entrance and hotel facades oriented toward the street create an **architectural edge and attractive view** from neighboring residential streets. Second and third stories are stepped back.

Two-story parking garage provides ample parking for guests and employees.

Building is oriented to allow access to potential **ocean views**.

A **tiered pool and patio** area offer views to the ocean.

A **restaurant** is included as part of the Garden Hotel development.

An **Augusta-style putting course** provides a unique community amenity in an otherwise difficult to develop slope.

Landscaped corner creates a gateway feature.

Public trail continues along the east side of Carlsbad Boulevard.



SECTION 2.2 LAND USE

Overall, the Plan’s land use mix combines tourist-serving, commercial and residential uses to promote a high degree of interaction with mutual benefits. Tourist-serving hotel and time-share units are coordinated with compatible accessory uses to provide the convenient services that tourists need and appreciate, such as restaurants, gift shopping, and various services. Local residents also need and patronize many of the same shops and services that tourists use, such as restaurants, boutiques and specialty food shops. The Ponto Beachfront Village’s mix of land uses promotes an economically viable tourist-oriented area that is also a great place to live and where residents can shop and obtain services.

This section describes the specific land uses that are envisioned, encouraged and allowed by right or by conditional use permit in each subarea of the Ponto Beachfront Village Land Use Themes (Figure 2.2). Chapter 4, Implementation Program, goes further into specific regulatory actions needed to implement the Plan’s land use and zoning designations.

MIXED USE CENTER

The Mixed Use Center is intended to be the core of the Ponto Beachfront Village and will contain both commercial and multi-family residential uses.

To maximize economic viability for businesses in the Mixed Use Center, both visitor-serving and neighborhood-serving uses and services are intended. The area is central to residents of the Townhome Neighborhood, Live/Work and Mixed Use developments, visitors staying at the three hotels and the surrounding off-site



residential neighborhoods. The current General Plan land use designation for this area is UA Unplanned Area.

Permitted uses for the Mixed Use Center are listed below. Ground floor uses are required to be retail or service type uses that generate pedestrian traffic, while office or multi-family residential uses may locate on upper floors. The only non-retail or non-service use that may occupy the ground floor in the Mixed Use Center is the community amenity feature, such as an arts/nature/activities center.

Permitted Uses

Only the following specific uses shall be permitted uses for the ground floor development in the Mixed Use Center:

- Bakeries, limited to baking goods for on-site sales only
- Barber and beauty shops
- Book and stationary stores (excluding adult entertainment)
- Child day care centers (subject to the provisions of Chapter 21.83 of the City’s Zoning Code)
- Clothing or wearing apparel shops
- Community amenity feature, such as a nature/arts/activity center
- Confectionary stores
- Convenience retail
- Delicatessen stores
- Dry cleaning, laundry, pick up service only
- Dry goods or notions stores
- Florist shops
- Jewelry stores
- Novelty and/or souvenir shops
- Residential (if it does not disrupt retail continuity)
- Restaurants (excluding drive-through restaurants), tea rooms, coffee houses or cafes (excluding dancing or entertainment)
- Shoe stores or repair shops
- Specialty grocery or fruit stores
- Sporting goods shops or surf shops



- Travel agencies
- Video store (excluding adult entertainment)
- Similar retail or service establishments catering directly to the consumer, that generate a high level of pedestrian traffic, and are not over-sized such that they subvert the goal to create a lively pedestrian-oriented mixed use area with a wide variety of visitor-serving and resident-serving uses.

The following uses are permitted uses on upper floors in the Mixed Use Center:

- Any uses permitted on the ground floor by this Vision Plan.
- Accountants
- Attorneys
- Dance studios
- Doctors, dentists, optometrists, chiropractors and others practicing the healing arts for human beings.
- Dressmaking, tailors or millinery shops
- Engineers, architects and planners
- Fortunetellers, as defined in City's Zoning Code Section 5.5010(c)
- Offices for arts organizations
- Realtors

Incidental outdoor dining areas are permitted by administrative permit, pursuant to the requirements of the Carlsbad Municipal Code, Section 21.26.013.

Every use permitted shall be subject to Carlsbad Municipal Code, Section 21.26.020, which includes the requirement that products made incidental to a permitted use shall be sold only at retail on the premises, and



not more than five persons may be employed in the manufacturing, processing and treatment of products permitted herein.

Conditional Uses

Subject to the Carlsbad Municipal Code, Section 21.26.015, the following uses are conditionally permitted in the Mixed Use Center:

- Restaurants with dancing or entertainment (excluding adult entertainment)
- Package liquor stores (off-sale)

LIVE-WORK NEIGHBORHOOD

The Live-Work Neighborhood is intended to give flexibility to land owners that want to remain living on their properties while expanding uses to include business opportunities. A live-work unit is a home that functions both as a place to live and a place to work. These types of residences typically do not generate much walk-in business off the street and have very few, if any, employees. In most cities, live-work units were originally intended to serve as housing and work space primarily for artists.



The live-work designation is particularly beneficial for the small lot properties along Carlsbad Boulevard. These properties currently are vacant lots, have older occupied housing stock, or are a combination of residential and light industrial-type uses, such as firewood storage, metal working, and dog boarding kennel. The live-work designation provides for the development of certain low-intensity business and professional offices in conjunction with residential use.



Permitted Uses in Live-Work Units

In the Ponto Beachfront Village, the following uses are permitted on the ground floor of the Live-Work Neighborhood's live-work units:

- Accountants and attorneys
- Artists, artisans and crafts persons work space or studio, with display space
- Bed and breakfast (with conditional use permit)
- Engineers, architects and planners
- Insurance agents
- Large or small family day care (with administrative permit)
- Public parking area
- Real estate agents
- Residential
- Second dwelling unit on lots already developed with a detached single-family home (with administrative permit)
- Second dwelling unit over a detached garage (with administrative permit)
- Other similar uses which the Planning Director or Housing and Redevelopment Director may determine fall within the intent and purpose of this zone and meet the intent of the Ponto Beachfront Vision Plan.

It is required that the residential occupant of a live-work building be the same person who occupies the "work space." Individual lot ownership may be maintained for live-work units or lots may be consolidated for new development of live-work or mixed use buildings; however, new development for either live-work or mixed use development must have the business portion, e.g., artist studio, retail or office on the ground floor, with residential on any upper floors or behind the business.



Over time, the Live-Work Neighborhood may transition to more traditional type of mixed use buildings, i.e., retail use on the ground floor with residential or office above. Also, properties that are currently vacant or underutilized may choose to develop as Mixed Use without first taking advantage of the Live-Work alternative. It is anticipated that mixed use will occur on larger lots or in areas where smaller lots are consolidated for a new development.

Permitted Uses in Mixed Use Buildings

Only the following specific uses shall be permitted uses for the ground floor of development in the Live-Work Neighborhood's mixed use buildings:

- Bakeries, limited to baking goods for on-site sales only
- Barber and beauty shops
- Book and stationary stores (excluding adult entertainment)
- Child day care centers (subject to the provisions of Chapter 21.83 of the City's Zoning Code)
- Clothing or wearing apparel shops
- Confectionary stores
- Delicatessen stores
- Dry cleaning, laundry, pickup service only
- Dry goods or notions stores
- Florist shops
- Jewelry stores
- Novelty and/or souvenir shops
- Realtors
- Restaurants (excluding drive-through restaurants), tea rooms, coffee houses, or cafes (excluding dancing or entertainment)
- Shoe stores or repair shops
- Specialty grocery or fruit stores
- Sporting goods stores or surf shops
- Travel agencies
- Video store (excluding adult entertainment)
- Similar retail or service establishments catering directly to the consumer, that generate a high level of pedestrian traffic, and



are not over-sized such that they subvert the goal to create a lively pedestrian-oriented mixed use area with a wide variety of visitor-serving and resident-serving uses.

The following uses are permitted uses on upper floors of the Live-Work Neighborhood:

- Any uses permitted on the ground floor in the Live-Work Neighborhood by this Plan.
- Dance studios
- Doctors, dentists, optometrists, chiropractors and others practicing the healing arts for human beings.
- Dressmaking, tailors or millinery shops
- Fortunetellers, as defined in City's Zoning Code Section 5.5010(c)
- Offices for arts organizations
- Incidental outdoor dining areas are permitted by administrative permit, pursuant to the requirements of the Carlsbad Municipal Code, Section 21.26.013.

Every use permitted in the Live-Work Neighborhood shall be subject to Carlsbad Municipal Code, Section 21.26.020, which includes the requirement that products made incidental to a permitted use shall be sold only at retail on the premises, and not more than five persons may be employed in the manufacturing, processing and treatment of products permitted herein.

Uses Permitted by Conditional Use Permit

Subject to the Carlsbad Municipal Code, Section 21.26.015, the following uses are permitted by conditional use permit in the Live-Work Neighborhood:

- On-premises sale of liquor within a bona fide public eating place
- Package liquor stores (off sale)

HOTEL

Three sites are designated for hotel use at the Ponto Beachfront Village, but it is intended that two of the sites have flexible land use designations that would potentially allow other uses.



Beachfront Resort

The Resort Hotel, located south of Avenida Encinas and overlooking Batiquitos Lagoon, is intended to be a top-quality, upscale visitor destination resort with meeting facilities, restaurants and a small amount of visitor-serving retail for guest convenience and accessible to the general public.

Permitted uses

The following permitted uses are intended for the Beachfront Resort:

- Hotel
- Meeting facilities associated with hotel
- Time share units
- Restaurants
- Commercial parking facility that is accessory to the hotel use and developed as an integral part of the hotel use within the same structure or parcel of land, and may offer parking for surrounding uses, including beach-goers.
- Accessory uses developed as an integral part of the hotel to serve hotel guests, accessible to the public, but not to exceed a total of 1,000 square feet, such as:
 - Apparel and accessories
 - Beauty and barber shops
 - Drycleaning, laundry pickup service only
 - Florist
 - Novelty and/or souvenir store
 - Travel agency



- Private recreation and meeting facilities provided in conjunction with the hotel, such as
 - Swimming pool
 - Health club
 - Tennis courts
 - Golf putting green
 - Meeting rooms
 - Ball room

Village Hotel

The Village Hotel, located north of Beach Way, is intended to be a visitor facility with both hotel rooms and timeshare units. The hotel will not have extensive food and beverage facilities. Visitors may easily walk to the visitor-oriented businesses in the Mixed Use Center to shop or to eat in the restaurants.



Permitted uses

The following specific uses are permitted for the Village Hotel.

- Hotel
- Timeshare units
- Commercial parking facility that is accessory to the hotel use and developed as an integral part of the hotel use within the same structure or parcel of land, and may offer parking for surrounding uses, including beach-goers.
- Private recreation facilities provided in conjunction with the hotel, such as
 - Swimming pool
 - Health club

- Tennis courts
- Golf putting green

If after time, it is determined through analysis of market forces that a hotel would not be suitable for this site, then it is intended that multi-family apartments could be located here.

Garden Hotel

The Garden Hotel, located at the corner of Ponto Drive and Carlsbad Boulevard, is intended to be a moderate-priced, full-service visitor hotel with a conference center, meeting facilities and a restaurant.



Permitted uses

The following specific uses are permitted for the Garden Hotel:

- Hotel
- Meeting facilities
- Restaurant
- Commercial parking facility that is accessory to the hotel use and may offer parking for surrounding uses, including beach-goers.
- Private recreation and meeting facilities provided in conjunction with the hotel, such as
 - Swimming pool
 - Health club
 - Tennis courts
 - Golf putting green
 - Meeting rooms

If after time, it is determined through analysis of market forces that a hotel would not be suitable for this site, then it is intended that



neighborhood or visitor-serving commercial uses could be located here.

TOWNHOUSE NEIGHBORHOOD

The Townhouse Neighborhood is intended for multi-family homes in condominium ownership with a minimum density of 15 dwelling units per acre and a maximum density of 23 dwelling units per acre, with a Growth Management control point of 19 dwelling units per acre.

Permitted uses

The Townhouse Neighborhood has the following permitted uses:

- Multiple dwellings
- Accessory buildings, but not to include guest houses or accessory living quarters



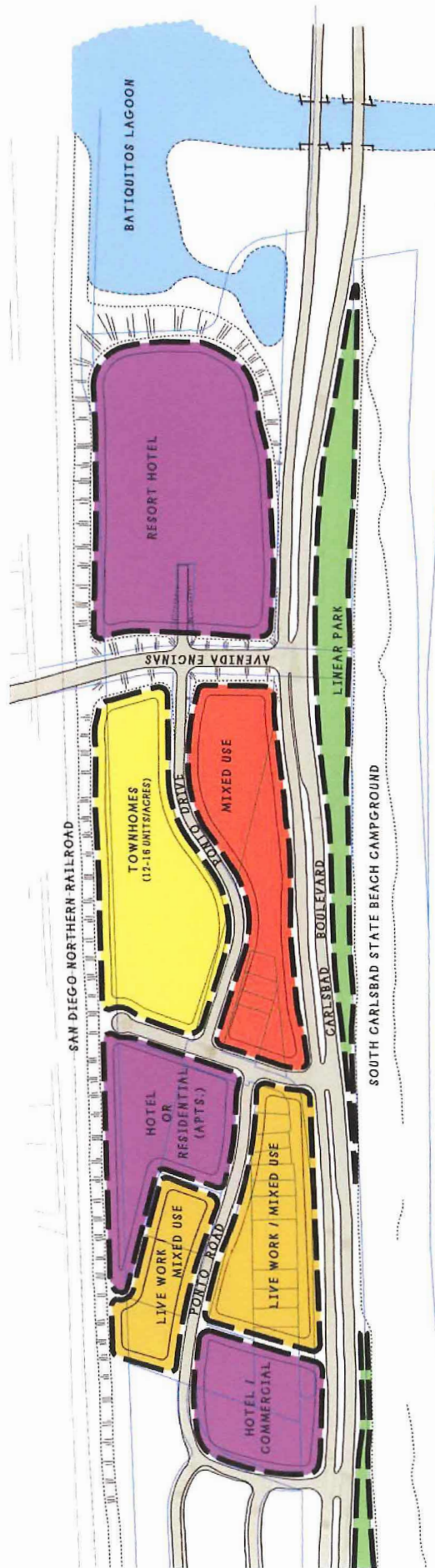


FIGURE 2.2 PONTO BEACHFRONT VILLAGE LAND USE THEMES

EXHIBIT 4
Local Coastal Program Land Use
Plan, West Batiquitos Lagoon/
Sammis Properties Segment

(on file in the office of the City Clerk)

EXHIBIT 5
Staff report dated Oct. 20, 2020,
Item #4

(on file in the office of the City Clerk)

Compliance with performance standard for parks

The Citywide Facilities and Improvements Plan requires three acres of Community Park or Special Use Area per 1,000 population within the Park District must be scheduled for construction within a five-year period beginning at the time the need is first identified. The five year period shall not commence prior to August 22, 2017.

The phrase “scheduled for construction” means the park site has been selected and has been or is being acquired by the city, the improvements for the park site have been designed and a financing plan for construction of the park has been approved by the City Council (City Council Resolution No. 97-435).

To date, all quadrants are in compliance with the performance standard for parks.

City Quadrant	<u>Parks Acreage</u> Current Need	<u>Parks Acreage</u> Current Parks	<u>Parks Acreage Surplus</u> or Deficit
NW	91.0	105.2	+14.2
NE	49.6	45.3	-4.3
SW	77.0	70.2	-6.8
SE	117.7	114.9	-2.3
Total	334.8	335.6	+0.8

The northwest quadrant currently exceeds the performance standard for parks, but the other quadrants do not currently meet the performance standard. Although currently in deficit of the acreage required, these quadrants are not out of compliance with the performance standard because the five year period has not been reached. For the southwest and southeast quadrants, the five year period began on Aug. 22, 2017 (City Council Resolution No. 2017-170). For the northeast quadrant, the FY 2017-18 Growth Management Plan Monitoring Report identified the park acreage deficit, so the five year period began on June 30, 2018.

The completion of the Veterans Memorial Park Master Plan will address the referenced deficits in the northeast, southwest and southeast quadrants. Because of the park site’s size and relatively central location, it has long been intended to help fulfill future citywide park needs. When the Citywide Facilities and Improvements Plan was approved in 1986, the acreage of

Veterans Memorial Park (then known as Macario Canyon Park) acreage was specifically apportioned to all four city quadrants equally.

The Veteran’s Memorial Park site is a city-owned, undeveloped property. Funding for the park’s construction is identified in the city’s Capital Improvement Program. Community Facilities District No. 1 was established in 1991, creating a special tax lien on vacant properties throughout the city. The purpose of Community Facilities District No. 1 was to finance the construction of specific public facilities of citywide obligation and benefit, including Veteran’s Memorial Park. Therefore, consistent with the intent of the Citywide Facilities and Improvements Plan and the Community Facilities District No. 1, the 2015 General Plan Open Space, Conservation and Recreation Element credits 22.9 acres of the 91.5-acre Veteran’s Memorial Park to each quadrant’s future park inventory.

The master planning process for the park site commenced in December 2018, with the award of a professional services agreement and public outreach began in March 2019. The master plan is scheduled to be completed by February 2021, before the conclusion of either of the five year periods (i.e., for the SE and SW quadrants, and for the NE quadrant). Once the master plan is adopted by the City Council, the park will be considered “scheduled for construction”, and all four quadrants will be fully compliant with the performance standard.

Scheduling Veterans Memorial Park for construction will result in the park inventory for all city quadrants exceeding the required acreage, creating the surpluses shown below:

City Quadrant	<u>Parks Acreage</u> Projected Need	<u>Parks Acreage</u> Current Parks	<u>Parks Acreage</u> Veterans Park	<u>Parks Acreage</u> Projected Parks	<u>Parks Acreage</u> Surplus Throughout
NW	116.1	105.2	22.9	128.1	+12.0
NE	67.5	45.3	22.9	68.2	+0.7
SW	84.2	70.2	22.9	93.1	+8.9
SE	127.4	114.9	22.9	137.8	+10.4
Total	395.2	335.6	91.5	427.2	+32.0

The figures above for projected park acreages do not include park construction projects that

are currently funded by another source nor projects that are either partially funded or are unfunded in the city’s Capital Improvement Program. Should these parks be constructed, the additional parks acreage would net further exceeding of the performance standard as follows:

- Buena Vista Reservoir Site – 3.1 acre park in the northwest quadrant
 - Funded by Lennar Homes, as part of legal settlement agreements
 - Under construction; scheduled to be completed in April 2021
- Robertson Ranch Community Park – 11.2 acre park in the northeast quadrant
 - Partially funded in the city’s Capital Improvement Program
 - Master planning commencement scheduled for FY 2021-22
- Zone 5 Business Park Recreational Facility - 9.3 acres in the northwest quadrant
 - Unfunded in the city’s Capital Improvement Program
 - Master planning commencement schedule to be determined
- Cannon Lake Park - 6.8 acres in the northwest quadrant
 - Unfunded in the city’s Capital Improvement Program
 - Master planning commencement schedule to be determined

City Quadrant	<u>Parks Acreage</u> Projected Need	<u>Parks Acreage</u> Current Parks + Above Parks	<u>Parks Acreage</u> Veterans Park	<u>Parks Acreage</u> Projected Parks	<u>Parks Acreage</u> Surplus Throughout
NW	116.1	127.3	22.9	150.2	+34.1
NE	67.5	56.5	22.9	79.4	+11.9
SW	84.2	70.2	22.9	93.1	+8.9
SE	127.4	114.9	22.9	137.8	+10.4
Total	395.2	368.9	91.5	460.4	+65.2

The City Council can certainly choose to add another park construction project to the above list, the acreage of which would net a further exceeding of the performance standard. Staff would, however, need direction from the City Council on the priority ordering and funding of such a project in relation to the other park construction projects already on the above list and in the city’s Capital Improvement Program.

EXHIBIT 7

Public Correspondence received through Jan. 21, 2021 at 5 p.m.

[Part 1 of Correspondence](#)

[Part 2 of Correspondence](#)

[Part 3 of Correspondence](#)

(on file in the office of the City Clerk)



CITY COUNCIL
Staff Report

Meeting Date: Jan. 26, 2021

To: Mayor and City Council

From: Scott Chadwick, City Manager

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

David Graham, Chief Innovation Officer
david.graham@carlsbadca.gov, 760-434-2992

Maria Callander, Information Technology Director
maria.callander@carlsbadca.gov, 760-602-2454

Subject: Strategic Digital Transformation Investment Program

District: All

Recommended Action

- Receive a report on a proposed strategic approach to technology and digital transformation including evaluating, prioritizing and approving initiatives and projects
- Provide input on the Strategic Digital Transformation Investment Program
- Adopt a resolution accepting the preliminary Strategic Digital Transformation Investment Program

Executive Summary

Prior to the COVID-19 pandemic, city staff developed and presented to the City Council three strategies related to digital transformation. When the COVID-19 pandemic hit Carlsbad and a local state of emergency was declared, city leadership had to triage and prioritize projects based upon available resources and immediate need to respond to the pandemic. As the city has worked through its response to COVID-19 and as an end to the pandemic is coming into greater focus, city staff have evaluated its approach to technology and digital transformation in the current and post-pandemic world.

Based on this evaluation, staff recommend a strategic approach to technology and digital transformation that is consistent with the prior City Council adopted roadmap, a strategy for citywide software and services and digital information infrastructure approved by the City Council. Through expert evaluation, consideration of the budget impacts of the pandemic and the experience of adapting to a greater use of digital tools for operations and public services, staff have developed a strategic plan for technology and digital transformation. This includes

the core areas associated with an information technology strategy, including hardware, software and communications infrastructure. It also takes into account a forward-thinking approach to creating the digital platform for the adoption of future technologies. Critical to all of this is a sustainable plan for funding the city's investment in operational and public-serving technologies. For the first time, the city could have a comprehensive and transparent commitment to funding digital transformation that contributes to delivering excellent service to the public through the annual budget process.

Strategy, projects, costs and funding sources are included in the Strategic Digital Transformation Investment Program (Exhibit 1, Attachment A) being proposed to the City Council today. City staff recommend that the program become a part of the annual budget process like the Capital Improvement Program to provide comprehensive transparency on the city's major investments in technology. Staff accelerated the presentation of the digital transformation investment program to the beginning of the annual budget process to give the council time to review and provide input on this approach. Because the program is being presented ahead of the full budget, there will need to be refinements to the program, including adding or removing projects, refining cost estimates in light of available resources and evaluating timelines based on staff capacity. There are no budget appropriations associated with today's action.

Staff is presenting the program for the council's input and approval to obtain its guidance on how to approach digital transformation in the annual budget process. If the City Council wishes to adopt this approach, it can do so by resolution. Then, during the annual budget process, a revised Strategic Digital Transformation Investment Program will be presented again along with the fiscal year 2021-2022 Operating Budget and Capital Improvement Program.

Discussion

Background

For over two decades the city has made significant investments in hardware, software and digital technology. Technology has been used to support traffic management, law enforcement, public services, city facilities, finance, parks and recreation, public works and the needs of every department in the city. The city traditionally selected and adopted the solutions based upon the individual business need of individual departments rather than taking a more citywide approach. Adopting technology and digital services incrementally rather than strategically can lead to inefficiency, redundant systems, problems with integrating technologies and potential waste. As a result, city staff must currently maintain about 100 software applications for city operations. At times, the adoption of technology has been siloed, uncoordinated, redundant and, in some cases, slow to implement to the point that the solution is nearly obsolete by the time it can be used. A little over two years ago, the city began making a concerted effort to be more strategic, better coordinated and more efficient in how it adopts digital solutions.

More strategic approach

By adopting a more strategic approach to technology and our digital systems, the city can operate more efficiently, reduce the likelihood of loss of service and better provide for the current needs of our residents, visitors, businesses and employees.

In 2019 and the first part of 2020, city staff worked to develop and present to the City Council a more strategic approach to technology adoption. This included approaches for digital

information networks, connected communities and digital services. The city has recently been recognized for its strategic approach to investments in technology.

In 2020, the Center for Digital Government 2020 Digital Cities Survey ranked the City of Carlsbad 7th for cities of 75,000-124,999 population. In its 20th year, the survey recognized leaders in the government deployment and use of technology. It was the first time the city ranked in the top ten since its ninth-place ranking in 2007. This was based on the city's strategic approaches to technology investment, cybersecurity work, enhancement of data-driven decision making, utilization of connected community technology and creating a new digital information network. The city's use of digital technology to address the COVID-19 public health emergency was also recognized. This recognition by a long-standing and well-respected organization validated the city's move to a more strategic approach to technology adoption.

Creating a high-speed city digital information network

On Dec. 17, 2019, the City Council approved three resolutions authorizing the city manager to execute agreements for the development of a digital information network using a hybrid strategy leveraging available fiber-optic cable infrastructure with city-operated equipment. Included in that action was an Internal Digital Information Network Action Plan (Exhibit 2) that outlined guiding principles, assessed the current state of the city's multiple networks and included a plan for the delivery of effective data network services.

The city currently relies on multiple networks and varying types of architecture to provide services to its various departments. Over the past fifteen to twenty years, the Information Technology department has assembled a core operations network mostly by outsourcing critical communication services to third-party providers. Separate from these networks the city's traffic management division, working in conjunction with its own consultants, built a parallel network of wireless devices and copper wiring. The utilities department uses another set of connections to operate a system for managing, monitoring and delivering fresh water.

The fragmented nature of the city's communication networks highlighted an urgent need to take a more holistic approach to a digital information network. Without high-speed, reliable and secure communications infrastructure, the city's digital transformation efforts and its ability to deliver services to the public are limited and unreliable.

To create a core operations digital information network, Carlsbad was able to take advantage of an existing agreement with a communications infrastructure company that had installed approximately 90% of the city's fiber-optic cable needs for core operations. The plan outlined how the core operations network would be created and then extended to the traffic management system and water utilities. The core operations network work is now nearing completion, and the extension to the traffic management system and water utilities is being evaluated.

A roadmap for a more connected community

On Jan. 14, 2020, the City Council approved a resolution adopting Connected Carlsbad: An Inclusive City Innovation Roadmap (Exhibit 3) which included five goals:

- Pursue communitywide digital transformation
- Build capacity for data-driven decision making

- Foster a vibrant civic engagement culture
- Enhance accessibility and transparency
- Promote security and sustainability through connectivity

An associated action plan was also presented that was intended to be dynamically changing based upon City Council action, available resources, changes in technology and city needs. The action plan offers a transparent view of the projects that were likely to be proposed, underway, or finished to provide a more complete picture of the city's investments in technology.

In response to questions from the City Council during the hearing, staff stated that they could return to the City Council in sixty days with additional information regarding costs for the action items and a more detailed schedule for implementation. When the state of California declared a state of emergency on March 4, 2020 in response to the spread of COVID-19, the city had to give priority to responding to the public health crisis. The need to close certain facilities, provide for remote work, provide more services online and reduce or eliminate in-person services led to a re-evaluation of how the city adopts technology and digital transformation, including the activities included in the action plan.

A strategic plan for city software applications

In a similar timeframe to the adoption of a connected communities roadmap, city staff developed a more strategic approach to digital transformation focused on the city's digital solutions.

On Jan. 21, 2020, the City Council received an informational report on this strategic approach to citywide digital transformation. Included in this report was the Application Portfolio Strategic Plan (Exhibit 4), which outlined a strategic plan with an organization-wide framework designed to enable the city to:

- Modernize and strengthen its technology application infrastructure
- Provide more efficient, integrated city services to residents, visitors and businesses
- Build the capability for data-driven government
- Enhance accessibility and transparency

This strategic plan was designed to address the fact that the city's application portfolio consisted of over 100 individual applications, many of which had redundant functionality, are based on outdated technology and cannot be integrated with other city applications. This results in manual and time-consuming processes to move data between applications, additional effort to keep outdated applications running, stability issues and creates a data environment that is fragmented.

In taking steps to be a more resilient, responsive and future ready, the city plan proposed to leverage current technology, follow industry best practices and implement an application portfolio within a strategic enterprise network. To accomplish this, the plan identified the following goals:

- Centralize and consolidate core business functionality
- Break down silos
- Improve business processes

- Enhance the user experience for city staff, residents, visitors and businesses with an emphasis on mobility, accessibility and transparency
- Establish and adhere to governance
- Take advantage of challenge-based procurement practices
- Focus on change management

In the plan and during the discussion, staff presented ways to pursue these goals as well as a funding strategy. The big ideas for strategically funding digital transformation were to accept that it is an ongoing process that requires long-term investment, recognize digital infrastructure as being on par with physical infrastructure in terms of importance and develop a funding mechanism that respects these ideas. Given how city operations and services heavily rely on digital technology, the same best practices for investing in physical infrastructure provide a guide to sustainable funding. When building a physical asset, the long-term maintenance, life-cycle and replacement should be considered. If maintenance is deferred or an asset is used beyond its usable life, then functionality degrades and the cost of replacement regularly increases. Regular maintenance, upgrades and replacement ensure functionality, and the same is true of digital technology.

The next steps proposed in the City Council hearing on digital transformation were to develop a scope of work for a consulting firm under contract with the city to gather information on the city's existing processes and develop requirements for an enterprise approach to digital transformation that would include consolidating and replacing the city's core legacy systems. Staff then planned to return to the City Council in March 2020 with the proposal from the consultant and the cost for the consultant's services in helping to select an enterprise resource planning system. Additionally, staff told the council that requests for resources to proceed with digital transformation would be made through the annual budget process.

As was the case with many other proposed activities, the next steps for digital transformation had to be postponed because of the pandemic. There was a spike in work related to remote work tools, providing public hearings conducted remotely, using geographic information systems for COVID-19 response, supporting increased programming delivered online, a virtual Emergency Operations Center and replacing in-person services with digital services.

Evaluating digital transformation in light of the pandemic

Careful evaluation has gone into determining recommendations for where the city should go next with digital transformation, and this evaluation has been informed by the city's experience related to the pandemic. One clear step is to consolidate and align approaches to digital transformation that respect near and long-term city resources, economic conditions, and the needs of the public. Based on this evaluation, staff consolidated the three strategies for digital information networks, connected communities and the city's software application portfolio into one transparent approach to digital transformation. Including strategies, project descriptions, estimated timelines and funding sources is a prudent approach that takes into accounts the lessons that are still being learned through the ongoing pandemic response. Focusing attention on consolidating and replacing critical core systems to enhance resilience should be a priority. Providing a multi-year outlook for the investments in digital transformation including estimated costs, funding source and timeline would allow decision makers and the public to have a

comprehensive view of the city's actions and intentions. These efforts will take into account the budgetary realities facing the city and present a complete picture of the investments in digital transformation that are being evaluated, approved and in progress.

Strategic Digital Transformation Investment Program

The program being recommended by staff would provide a comprehensive approach to planning for and funding digital transformation efforts throughout the city, always looking forward for the next five years. This approach is informed by City Council decisions, previous strategies that have been presented to the council and a rigorous evaluation that takes into account what the city learned in its ongoing pandemic response. The Strategic Digital Transformation Investment Program includes the elements that would be included in an information technology strategic plan and takes the additional step of being transparent about the estimated five-year funding needed to implement the projects and activities included in the plan.

There are tradeoffs when planning for technology investments with a five-year horizon. Given the rapidly changing nature of digital technology, proposed projects that have not received considerable evaluation or are slated for the years furthest out in the plan will likely have the least accurate estimates of costs and timelines. But, presenting a five-year picture of investment and updating it annually is more effective than not including estimates or constantly revising cost estimates and timelines for projects further down the road.

Like the Capital Improvement Program, the city's constantly updated plan for major capital projects, the Strategic Digital Transformation Investment Program would be revised and presented to the City Council each year for its consideration. A single list of proposed projects, stating their funding sources and timelines for implementation, would give the City Council and the public a complete picture of the city's technology investment, something that, as noted above, the city has not had before.

This proposed information technology and digital transformation strategy plans for and would fund digital transformation efforts consistent with the following goals:

- Establish a comprehensive strategy that details present and future digital transformation initiatives
- Provide information on timelines and estimated funding requirements for digital transformation initiatives
- Allow for an ongoing and annual comprehensive transparent review by the City Council of digital transformation investment
- Create a format that would enable the City Council to comprehensively review all digital transformation efforts and make informed decisions
- Develop a strategy for the ongoing funding of City Council-approved digital transformation efforts
- Develop a process for evaluating and prioritizing of projects

How projects will be evaluated and managed

As detailed above, staff have evaluated how the city initiates, prioritizes, sets budgets for and adopts digital transformation efforts. Success in this program requires establishing efficient processes and reliable procedures for adopting and using new technology. A new administrative order (Administrative Order No. 89, Exhibit 5) establishes the procedures for departments to submit requests for technology projects, for the evaluation of those projects based on criteria and for the approval or denial of those projects by the appropriate level of city staff based on a tiered system.

The administrative order establishes three tiers of projects, with the more significant and costly projects receiving a higher level of staff oversight and approval.

Projects that are projected to cost more than \$100,000 per year will be evaluated by a Digital Transformation Development Team, consisting of the information technology director as the chair, the chief innovation officer, the information technology operations manager, the information technology enterprise applications manager, the assistant finance director and the business intelligence and data science manager. Based on that team's recommendation, a Strategic Digital Transformation Investment Program Executive Team comprised of the city manager or assistant city manager, city attorney, the three deputy city managers, police chief and fire chief will then evaluate and approve or deny projects.

As digital technology changes, financial resources fluctuate and city needs evolve, the Strategic Digital Transformation Investment Program is designed to provide the City Council with a way to comprehensively consider near-term and long-term investments in technology and make decisions annually. Since this Strategic Digital Transformation Investment Program is proposed to become a part of the annual budget process, city staff accelerated council's consideration of the strategies, projects, estimated costs, funding sources and timelines to the beginning of the budget process so that the council can provide input on the approach.

The council may choose to approve this approach by resolution, but no budget allocations are associated with this action. When the preliminary budget is presented in May, a revised Strategic Digital Transformation Investment Program with any necessary changes and budgetary allocations will be included just as the Capital Improvement Program is included each year.

Consolidation and replacement of core legacy systems

One project that will be central to the city's digital transformation is the consolidation and replacement of its core legacy systems. There are about 20 core systems, including the city's financial, human resources, payroll, budget, asset and work order management, licensing and permitting, utilities operations, computer-aided emergency dispatch, land management and program-event management systems. Rather than operate many systems with narrow applicability, the city is evaluating ways to consolidate its core systems as legacy applications are replaced. This may mean accelerated replacement for certain systems. The goal is to reduce redundancy and inefficiency that comes from operating many disparate systems. Added to the inefficiency is dealing with numerous vendors, with different approaches to their customers. Consolidating into fewer systems that integrate data and provide a more uniform interface will improve the experience for both city employees and the public.

Staff are evaluating the city's existing systems and business processes and the requirements of a replacement system in preparation for replacing the core legacy systems. Once that evaluation is complete, a consultant will need to be secured to evaluate the city's needs and complete a study of the options and costs. The study will provide a scope and basis for a recommendation to the City Council on whether to pursue what will likely be a multi-year initiative including analysis, selection, purchase and implementation of the software and hardware necessary to consolidate, replace and integrate these systems with as few systems as possible while maintaining or enhancing existing capabilities.

Investing in digital infrastructure like capital infrastructure

In considering the best approach to investing in digital transformation in the near-term and long-term, staff evaluated different approaches that provided consistent funding and a way of transparently showing the strategies being employed and how they are implemented.

The city's Capital Improvement Plan serves as a good example.

When we think about the judicious investment of public dollars in the infrastructure, facilities, services, programs and operations that are critical to serving the public, we rest on several principles: One-time dollars should be used for one-time investments, and ongoing costs should be associated with on-going revenue.

These prudent budgeting principles are carried out in the Capital Improvement Program. In this annually updated plan, the city outlines a multi-year strategy for funding capital improvements such as parks, roads, city facilities, utilities and other physical amenities. It's common to dedicate a portion of city funding to activities like design, construction and maintenance of physical assets. Funding for design and construction is usually connected to estimates for a multi-year funding strategy that may include city funds, financing through bonds, grants, or other means of funding. It often takes more than one fiscal year to design, bid, award, construct and complete physical improvements to city facilities. Creating fiscal policies that annually dedicate funding to building, maintaining and replacing aging infrastructure are the best governmental practices.

As people have become more dependent on technology and the public expresses its preference for convenient digital services, government has also become more reliant on technology to deliver public services.

Just like a building that requires maintenance, upgrading, or ultimately replacement, technology requires the same if not a greater degree of care. Carlsbad has a process for regularly maintaining, upgrading and replacing infrastructure and commits resources to maintaining that infrastructure during its useful life and replacing it when it has reached the end of its useful life. The same should go for the city's software, hardware and digital information network. A city that uses the best practices for investing in capital infrastructure to invest in its digital infrastructure will have the solid foundation needed to provide a digital environment that is stable, resilient and allows for innovation.

Fiscal Analysis

There is no fiscal action directly associated with this item. Recommendations for any additional resources will be made through the annual budget process as part of the Strategic Digital Transformation Investment Program, or on a case-by case basis.

Next Steps

Upon approval of the Strategic Digital Transformation Investment Program approach, staff will return to the City Council as part of the annual budget process to present the program for consideration of appropriation of funds for fiscal year 2021-2022.

Environmental Evaluation (CEQA)

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

Public Notification

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

Exhibits

1. City Council Resolution
2. Internal Digital Information Network Action Plan
3. Jan. 14, 2020 Connected Carlsbad: An Inclusive City Innovation Roadmap staff report and attachments
4. Jan. 21, 2020 A strategic approach to citywide digital transformation staff report and attachments
5. Administrative Order No. 89

RESOLUTION NO.

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD, CALIFORNIA, APPROVING THE PRELIMINARY STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM

WHEREAS, the City Council of the City of Carlsbad, California is committed to continuing to strategically invest in improving connectivity for its residents, visitors and businesses; and

WHEREAS, prior to the COVID-19 pandemic, city staff developed and presented to City Council strategies related to digital transformation; and

WHEREAS, when the COVID-19 pandemic hit and a local state of emergency was declared, city leadership had to triage and prioritize projects based upon available resources and the immediate need to respond to the pandemic; and

WHEREAS, as an end to the pandemic is coming into greater focus, city staff have evaluated its approach to technology and digital transformation in the current and post-pandemic world; and

WHEREAS, based on this evaluation, city staff is proposing the Strategic Digital Transformation Investment Program (SDTIP) as a strategic, comprehensive and transparent approach to evaluating, prioritizing and budgeting for digital transformation; and

WHEREAS, there are no budget appropriations associated with the action presented today and a revised SDTIP will be presented again along with the FY 2021-2022 Operating Budget and Capital Improvement Program with refined cost estimates and timelines; and

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

1. The above recitations are true and correct.
2. The preliminary Strategic Digital Transformation Investment Program (Attachment A) is approved.

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

AYES:

NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)

STRATEGIC DIGITAL
TRANSFORMATION
INVESTMENT PROGRAM
(SDTIP)

Table of Contents

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM 3

INVESTING IN DIGITAL TRANSFORMATION 4

PROJECT EVALUATION 4

INFORMATION TECHNOLOGY STRATEGY 6

 Core Service Areas of the Information Technology Department 6

 Service Area: Applications 7

 Service Area: Infrastructure and Operations 9

 Service Area: Administration 10

ESTIMATED TOTAL SDTIP APPROPRIATIONS BY GOAL 12

PURSUE COMMUNITYWIDE DIGITAL TRANSFORMATION 14

 Consolidation & Replacement of Core Systems Study 14

 Digital Information Network 16

 Financial System Upgrade 17

 Learning Management System (LMS) 18

 Mobile Computer Program 19

 OKTA/ServiceNow Automation 20

 Project Portfolio Management Tool & Consulting 21

 ServiceNow Service Portal 22

 ServiceNow SAM Implementation 23

 Minor Projects and Strategic Initiatives 24

BUILD CAPACITY FOR DATA-DRIVEN DECISION MAKING 25

 Data Governance and Operational Analytics 25

 Enterprise Asset Management System 27

 Meter Data Management/Utility Analytics 28

 Minor Projects and Strategic Initiatives 29

FOSTER A VIBRANT CIVIC ENGAGEMENT CULTURE 30

 Audio Visual Upgrades 30

 Council Chamber Technology Upgrade 31

 Digital Engagement & Analytics Consultant 32

 Outdoor Wireless Study 33

Teleconferencing Services for Public Meetings	34
ENHANCE ACCESSIBILITY AND TRANSPARENCY	35
Civic Engagement with Open Data	35
Online Permitting/Electronic Reviews (E-Review).....	37
Records Management System	38
Virtual Permitting Counter (OpenCounter)	39
PROMOTE SECURITY & SUSTAINABILITY THROUGH CONNECTIVITY.....	40
Annual Hardware and Infrastructure Replacement	40
Closed-Circuit Television (CCTV) Master Plan: Citywide CCTV	41
Computer Aided Dispatch (CAD).....	42
Unified Communication System	45
Minor Projects and Strategic Initiatives.....	47
FUTURE PROJECTS.....	49
PROJECT FUNDING SOURCES.....	51
5-YEAR SCHEDULE OF SDTIP PROJECTS BY CONNECTED CARLSBAD GOAL	52
5-YEAR SCHEDULE OF SDTIP PROJECTS BY FUND	53
FUNDING SOURCES.....	54
STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM PROJECT ROADMAP	55

STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM

The Strategic Digital Transformation Investment Program (SDTIP) is a comprehensive approach to planning for and funding digital transformation efforts throughout the city. It is informed by the City Council approved Connected Carlsbad: An Inclusive City Innovation Roadmap, the Internal Digital Information Network Action Plan, the Information Technology Strategy and complimented by a five-year projected roadmap of digital transformation investments. The SDTIP is the strategic plan for technology and digital transformation combined with project descriptions, costs, funding sources, and timelines. The purpose of this new program is to provide for an annual investment strategy, not a commitment for spending and outlines a 5-year expenditure plan for future digital transformation and technology projects and the corresponding revenues necessary to pay for them.

CONNECTED CARLSBAD: An Inclusive City Innovation Roadmap

Connected Carlsbad: An Inclusive City Innovation Roadmap, presented to the City Council in January of 2019, was designed to provide a high-level, organized guide to the principles that matter to the city in creating a more connected community. This roadmap and its associated action plan was based on City Council approved projects, existing city documents, previous Information Technology assessments and interviews with departments, combined with a global scan of other cities and best practices that have emerged from leading smart city thinkers and Carlsbad-specific community engagement. The Strategic Digital Transformation Investment Program expands Connected Carlsbad to include a strategy for evaluating and prioritizing projects and a 5-year investment roadmap that includes estimated costs and timelines. This new investment program continues to be organized into the five primary goal areas approved by Council in Connected Carlsbad:

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

Once the Council adopts the proposed Strategic Digital Transformation Investment Program, projects receive an appropriation that authorizes spending in the amount specified for the adopted fiscal year only. Estimated budget information is shown for a 5-year period to provide the most comprehensive information about known future projects. Spending authority in future years is not granted until adoption of the annual proposed Strategic Digital Transformation Investment Program budget associated with each year.

INVESTING IN DIGITAL TRANSFORMATION

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

PROJECT EVALUATION

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

A number of factors are considered when putting together projects for the 5-year program. All digital transformation and technology projects shall be consistent with:



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

- Alignment with City council goals and IT strategic plans, architecture, security and technology standards, including legislative and regulatory mandates, and administrative goals.
- Coordination of IT investments across the enterprise to avoid duplication, maximizing the return on investment and increasing efficiency.
- Effective articulation of the business case including valid operational benefits of the project.
- Accuracy and reasonableness of cost and benefit estimates.
- Consideration of potential project risks and identification of appropriate means to manage those risks.
- Adherence to standard project management practices.
- Capacity of staffing resources to implement the project.

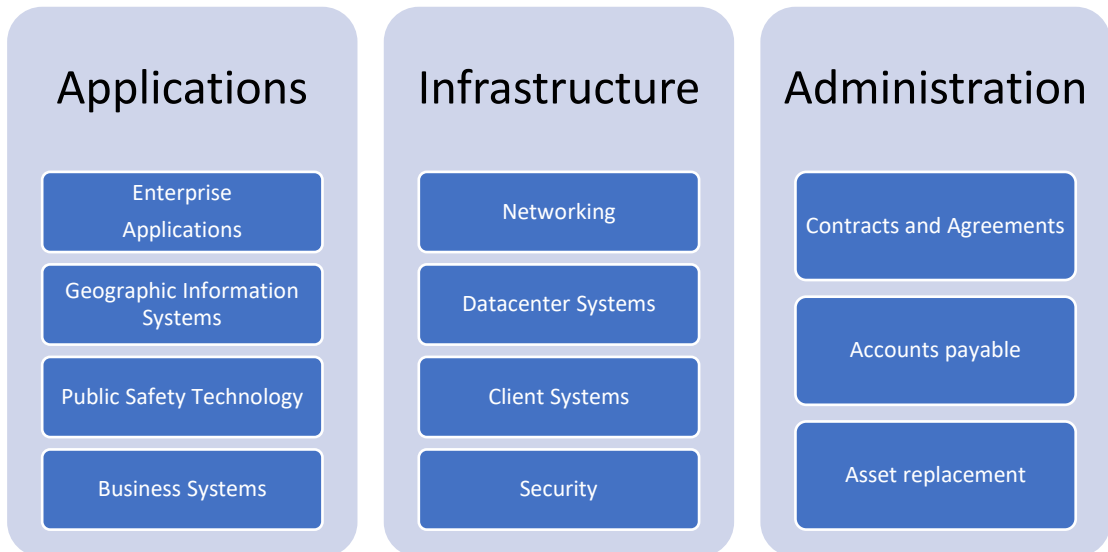
As the Strategic Digital Transformation Investment Program is implemented throughout the year, staff continually re-evaluate projects' scopes, costs and schedules to responsibly and cost-effectively manage city resources.

INFORMATION TECHNOLOGY STRATEGY

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

Core Service Areas of the Information Technology Department

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



Guiding Principles

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

- **Reliable** -Technology or service provided must be reliable, operate with minimal disruption and implemented in a manner that provides redundancy and disaster recovery
- **Secure** - In today's high cyber threat environment the all technology implementations must adhere to industry security best practices and provide as few entry points to potential intruders as possible.
- **Scalable** - The service or technology must be able to grow to meet future demands of the city as well as adjust to new technology and business processes.
- **Unified** - The application must follow industry standards and best practices to ensure that it will seamlessly integrate into the city's technology environment and support the combined operation of all city technology needs.

- Cost-effective – The network must provide excellent value to the city as compared to current commercial offerings.
- Support transparency and business intelligence- The technology should provide the ability for data analytics and business intelligence as well as data openness and transparency and adhere to the city’s data governance policies.

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

Service Area: Applications

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

ENTERPRISE APPLICATIONS

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

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

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

The enterprise applications team provides technical support and expertise related to the city’s portfolio of enterprise applications. Enterprise applications are the major applications, such as the central finance system and public works enterprise asset management system, used by the city to accomplish its core business functions. The team is divided into 3 groups supporting dedicated departments within the city. One team supports the public works and community development departments, another team support the human resources and finance departments and another group supporting the remaining departments. The enterprise applications team also provides web administrative support for the city’s internet website as well as assisting with the branding and configuration of other city web-based applications.

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

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

- Reliable - The application must operate with minimal disruption. This includes being implemented in a manner that provides redundancy and disaster recovery
- Secure - In today's high cyber threat environment the application must adhere to industry security best practices and provide as few entry points to potential intruders as possible
- Scalable - The application must be able to grow to meet future demands of the city as well as adjust to new technology and business processes.
- Integrated - The application must follow industry standards and best practices to ensure that it will seamlessly integrate into the application portfolio.
- Data Capability and Management - The application must provide the ability for data analytics and business intelligence as well as data openness and transparency. The application must also adhere to the city's data governance policies.
- Value - The application must provide an identifiable benefit to the city and its residents commensurate with the cost to implement and maintain it.

GEOGRAPHIC INFORMATION SYSTEMS

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

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

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

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

PUBLIC SAFETY TECHNOLOGY

The technology team dedicated to public safety provides application and hardware support to our Police and Fire departments. Regional information sharing amongst Law Enforcement Agencies along with Joint Powers Authority (JPA) membership for our Fire Department requires IT to always think beyond just our City boundaries. With so much information being warehoused throughout the county, it is important to have a mechanism to intelligently display and interpret all this data.

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

- Computer Aided Dispatch – Software used to dispatch officers to calls for service safely and securely.
- Crossroads - Software used to provide electronic citations and record traffic accidents out in the field.
- Quartermaster - Software that catalogs all evidence (physical and digital) for the Police Department.
- Street Fire RMS/EMS - Database software used by the Fire Department to record calls for service as well as medical response to the public.
- Emergency Reporting – Software used by the Fire Department to conduct yearly inspections of various businesses and buildings throughout the city.

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

BUSINESS SYSTEMS

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

Service Area: Infrastructure and Operations

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

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

The IT Infrastructure and Operations Division manages these technologies and is divided into four sections: Client Systems, Datacenter Systems, Networking, and Security. Each section of the IT Infrastructure and Operations team supports multiple technologies that make up the technical services that they are responsible for delivering.

The Client Systems section provides endpoint support to all information systems users in the city. This includes deployment and support for desktops, laptops and mobile devices (smart phones and

tablets). They also act as the first level of support in the IT department by providing the Service Desk service. This is where incoming technical issues are first triaged, and where most problems are solved. Those issues that require more focused efforts or specialized knowledge are passed on to other teams within IT.

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

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

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

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

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

Service Area: Administration

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

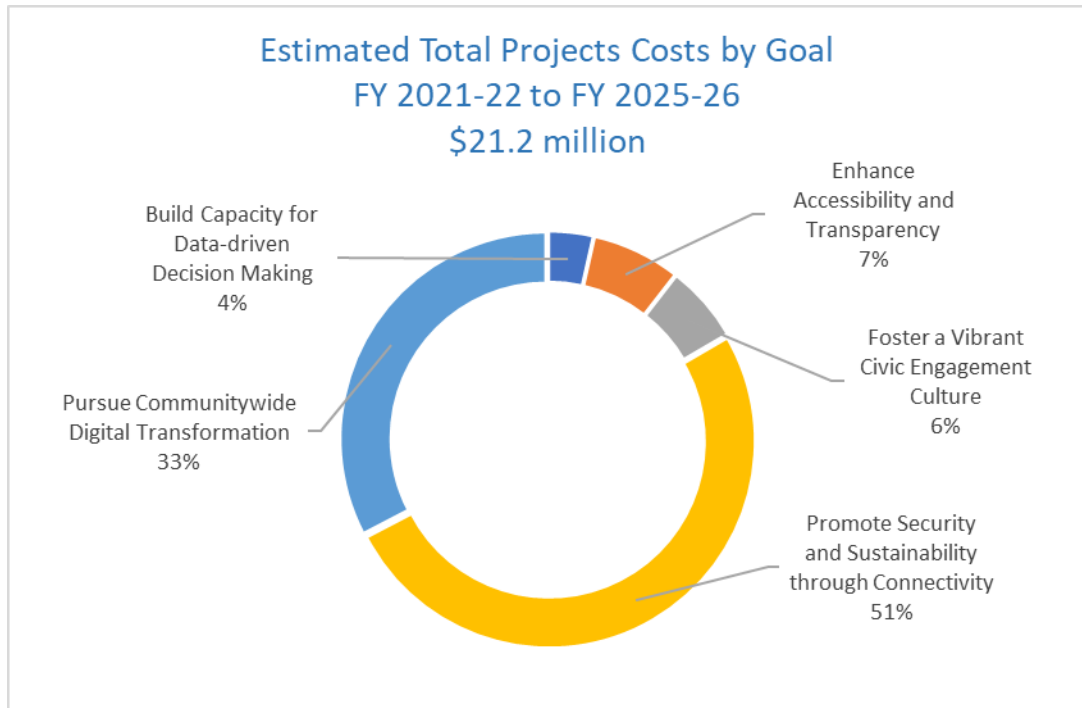
Overall the department has over 150 various agreements for services, maintenance, subscriptions, licenses, monthly reoccurring charges and hardware replacement. These agreements enable the other IT Department divisions to ensure that citywide and departmental software systems and infrastructure remain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

The IT Department operates as an internal service fund with an annual estimated operating budget nearing \$12.5 million with an additional estimated \$1.2 million annually for hardware replacement. Hardware replacement includes all PC's and systems infrastructure (switches, firewall, routers etc). The total budget is then charged back to the City's operating departments.

The City has nearly 1,200 various types of PC's and nearly 700 various types of infrastructure items. Each of these items are on a replacement cycle ranging from 3 years to up to 10 years. Yearly, as items become due to replacement, IT Administration ensures that all budgeting requests are made during the annual budget process and then the purchasing of equipment occurs based on the requirements and specifications of the IT division responsible for the replacement.

ESTIMATED TOTAL SDTIP APPROPRIATIONS BY GOAL

Going into the fiscal year (FY) 2021-22, there are approximately 27 continuing and new projects planned over the next 5 years at an estimated cost of \$21.2 million. Included in the \$21.2 million is approximately \$9.7 million in estimated new costs over the course of the same time frame to provide additional funding for the continuation of existing projects as well as funding for new projects. Within the \$9.7 million is approximately \$4.36 million of estimated new appropriations for FY 2021-22 for these same projects. Projected revenues during the same five fiscal years are estimated at \$7.3 million.



ESTIMATED TOTAL SDTIP APPROPRIATIONS BY GOAL

Pursue Communitywide Digital Transformation

\$6.9 million

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

Build Capacity for Data-driven Decision Making

\$0.8 million

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

Foster a Vibrant Civic Engagement Culture

\$1.3 million

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

Enhance Accessibility and Transparency

\$1.4 million

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

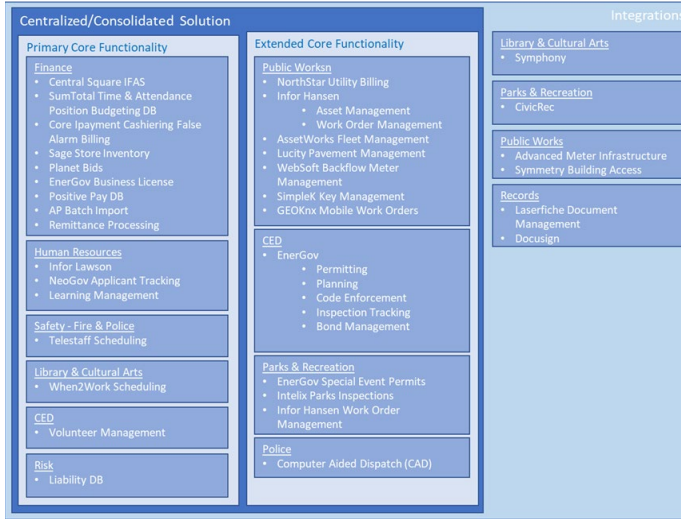
Promote Security and Sustainability through Connectivity

\$10.8 million

Projects in this goal include the annual replacement of hardware and technology infrastructure, a Closed-Circuit Television (CCTV) Master Plan, the replacement of the Police Computer Aided Dispatch System and a Unified Communication System to replace our aging phone system.

PURSUE COMMUNITYWIDE DIGITAL TRANSFORMATION

Consolidation & Replacement of Core Systems Study



Project Funding Source:
Innovation Fund \$ 400,000

Managing Department:
Information Technology

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

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

About This Project

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

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

Systems, requirements of a replacement system, and business processes are currently being evaluated. Once that is complete, a consultant will need to be secured to complete a study of the options and costs associated with consolidation and replacement based on an evaluation of city needs. No future funding for the implementation, operation or replacement costs are provided as the evaluation phase has not been completed.

No future funding for the implementation, operation or replacement costs are provided as the cost and timeframe of implementation relies on the completion of the evaluation of options and costs as

well as approval for any replacement systems which are expected to require City Council approval as they will exceed \$100,000.

Connected Carlsbad Goal

Pursue Community-wide Digital Transformation

Project Need

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

Financial System Upgrade



Project Funding Source:
Innovation Fund \$ 500,000

Managing Department:
Finance

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

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

About This Project

Upgrade the existing financial system from IFAS (v. 7) to CentralSquare Finance Enterprise (v. 19).

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

Connected Carlsbad Goal

Pursue Community-wide Digital Transformation.

Project Need

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

Learning Management System (LMS)



Project Funding Source:
 Innovation Fund \$ 410,000

Managing Department:
 Information Technology

Estimated Annual Costs
Increase/(Decrease):
 Operational 72,000
 Replacement NA

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

About This Project

Implementation of the enterprise level Learning Management System (LMS), Cornerstone, that tracks training and certifications, provides robust reporting, and facilitates the delivery of both in person and online educational courses.

Operational costs for providing the learning management system after this project is complete are expected to increase by an estimated \$72,000 annually starting in Year 4. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Pursue Community-wide Digital Transformation

Project Need

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

Mobile Computer Program



Project Funding Source:
 Innovation Fund \$ 350,000

Managing Department:
 Information Technology

Estimated Annual Costs
Increase/(Decrease):
 Operational 20,000
 Replacement 64,000

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

About This Project

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

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

Connected Carlsbad Goal

Promote Safety and Sustainability Through Connectivity

Project Need

It is essential that all police personnel have the ability to work remotely during their assigned shifts. With a dedicated laptop assigned to every officer they will be able to attend briefings from their vehicle, receive calls from dispatch and complete reports in the field making them more productive throughout their shift. Having laptops assigned to every individual gives them ownership and responsibility for their own equipment extending the life of the laptops. Not having to share equipment also aids in the prevention of COVID19 germ transmission. Officers can telecommute and have secure access to all the resources they would otherwise have in the office directly from their homes if needed. They will also become more familiar with the applications they use on a daily basis.

OKTA/ServiceNow Automation



Project Funding Source:

Innovation Fund \$ -

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

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

About This Project

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

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

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

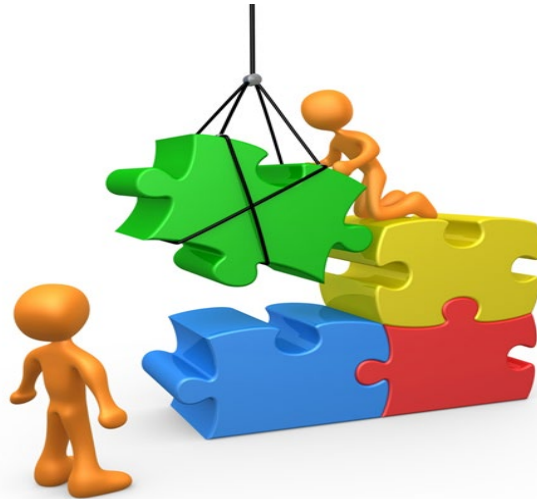
Connected Carlsbad Goal

Pursue Community-wide Digital Transformation

Project Need

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

Project Portfolio Management Tool & Consulting



Project Funding Source:

Innovation Fund \$ 200,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

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

About This Project

Implement an enterprise system to manage city projects including Capital Improvement Program (CIP) project, Information Technology Projects and other miscellaneous city project from inception to completion. A consultant has been engaged to work with the city to identify project management processes and develop requirements. The findings from this engagement will be used to develop a Request For Proposal (RFP) for the acquisition and implementation of a new comprehensive project management system.

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

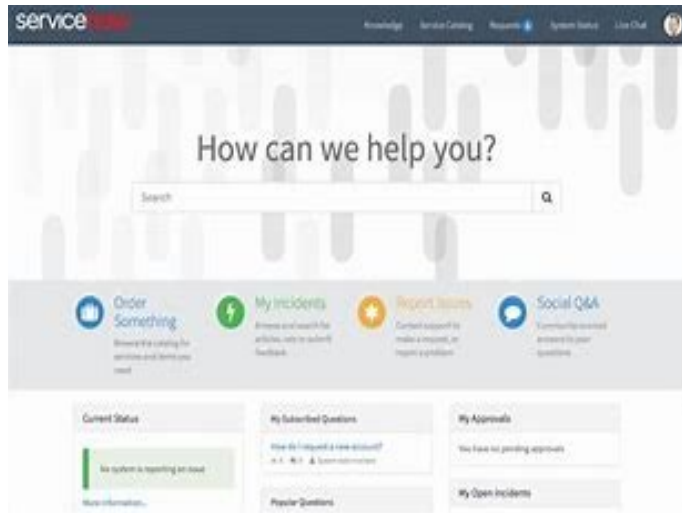
Connected Carlsbad Goal

Pursue Community-wide Digital Transformation

Project Need

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

ServiceNow Service Portal



Project Funding Source:

Innovation Fund \$ 150,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

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

About This Project

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

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

Connected Carlsbad Goal

Pursue Community-wide Digital Transformation

Project Need

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

ServiceNow SAM Implementation



Project Funding Source:
Innovation Fund \$ 150,000

Managing Department:
Information Technology

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

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

About This Project

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

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

Connected Carlsbad Goal:

Pursue Community-wide Digital Transformation

Project Need

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

PURSUE COMMUNITYWIDE DIGITAL TRANSFORMATION

Minor Projects and Strategic Initiatives

Global Positioning System (GPS) Technology Hardware

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

Transition to a Single Identity for Users of City Services

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

Examples include:

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

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

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

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

BUILD CAPACITY FOR DATA-DRIVEN DECISION MAKING

Data Governance and Operational Analytics



Project Funding Source:
 Innovation Fund \$ 250,000

Managing Department:
 Innovation & Economic Development
 Information Technology

Estimated Annual Costs
Increase/(Decrease):
 Operational 230,000
 Replacement NA

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

About This Project

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

After initial implementation, operational costs are estimated to increase by \$230,000 going forward. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Build capacity for data-driven decision making

Project Need

Connected Carlsbad calls for building capacity for data-driven decision making fostering a vibrant civic engagement culture. This project will serve as the foundation for delivering more efficient city services through a better understanding of key performance metrics for all city departments by leveraging data. The project will include the implementation of a citywide data policy to govern how the organization collects, maintains and secures data in order to enable rich reporting and analytics for operations and leadership. The policy will enact a data governance team that can revise the policy as needs and priorities change. The data governance team will direct and oversee the data catalog, data inventory, and participate in the evaluation of new systems that will collect data. The data governance team will also regularly review data security and audit processes of data collection and retention. The project will fund the implementation of a data lake to house a centralized location to

facilitate easier cross department reporting. Staff training of data stewardship and how to unlock operational insights using new data tools is an additional element of the project. This project will also include the delivery of department performance dashboards to inform leadership and council on the ongoing efforts of agency goals.

Enterprise Asset Management System



Project Funding Source:
 Innovation Fund \$ 100,000

Managing Department:
 Information Technology

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

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

About This Project

This project provides for the assessment, evaluation, selection, and implementation of a web-enabled enterprise asset and work order management system which will be used across all City departments to consolidate disparate asset databases, work order systems, and inventory management tools.

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

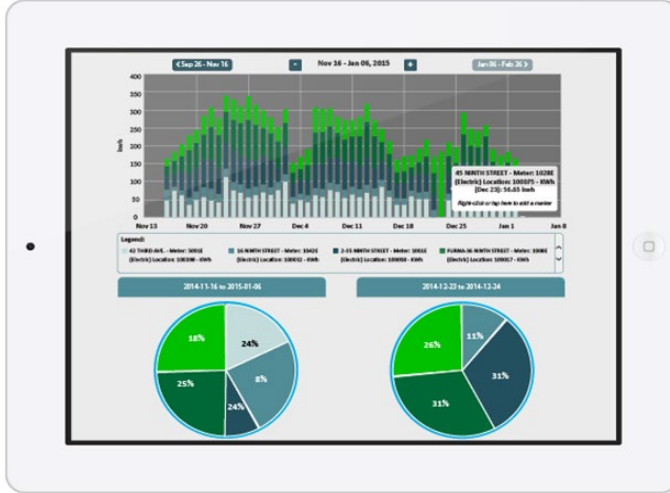
Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Project Need

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

Meter Data Management/Utility Analytics



Project Funding Source:
Utility \$ 400,000

Managing Department:
Information Technology

Estimated Annual Costs
Increase/(Decrease):
Operational 175,300
Replacement NA

Funding Source	Prior Year Budget	Est FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Utility	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000

About This Project

Implement the Meter Data Management (MDM) and analytics modules that are offered as additional functionality to the existing Utility Billing system.

After initial implementation, operational costs are estimated to increase by \$175,300 going forward. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Build Capacity for Data-Driven Decision Making

Project Need

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

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

BUILD CAPACITY FOR DATA-DRIVEN DECISION MAKING

Minor Projects and Strategic Initiatives

Establish a Performance Management Program

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

Developing an industry-leading performance management program is a long-term initiative of process optimization that is heavily dependent on success in the other projects and initiatives. Early steps to re-establish and enhance existing performance measures can begin taking place but due to workload will likely not begin until 2021. Development of an advanced performance management program will likely not begin until 2023, after the replacement of core city systems is completed and significant additional capacity for data analytics is developed.

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

FOSTER A VIBRANT CIVIC ENGAGEMENT CULTURE

Audio Visual Upgrades



Project Funding Source:
Innovation Fund \$ 600,000

Managing Department:
Information Technology

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

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

About This Project

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

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

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

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

Council Chamber Technology Upgrade



Project Funding Source:

Innovation Fund \$ 150,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA
Replacement 15,000

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

About This Project

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

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

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

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

Digital Engagement & Analytics Consultant



Wear a Mask for Everyone

Project Funding Source:

Innovation Fund \$ 200,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

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

About This Project

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

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

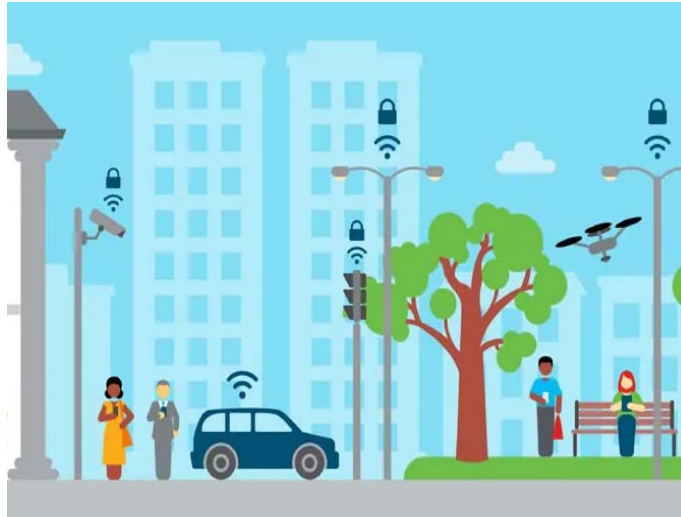
Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

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

Outdoor Wireless Study



Project Funding Source:

Innovation Fund \$ 100,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

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

About This Project

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

Currently, it is not feasible to determine any operational or replacement costs. This will be better known after obtaining the recommendations of the study

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

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

Teleconferencing Services for Public Meetings



Project Funding Source:

Innovation Fund \$ 240,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

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

About This Project

In FY 20-21 one-time funding was requested and approved in the innovation fund to equip the city to expand the use of teleconferencing technology. Due to COVID-19 restrictions and the need to remain in compliance with the Brown Act, it has been necessary to conduct all public meetings virtually. In addition, other city services that used to be provided in person, such as classes and permit inspections, had to be moved to the virtual space as well. Included in the approved funding were the cost of technologies such as Zoom, Infinite Conferencing and contracted support services.

At this time it not feasible to determine an estimated increase to operational cost due to the continued uncertainty on the COVID-19 pandemic. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Foster a Vibrant Civic Engagement Culture

Project Need

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

ENHANCE ACCESSIBILITY AND TRANSPARENCY

Civic Engagement with Open Data



Project Funding Source:
Innovation Fund \$ 180,000

Managing Department:
Innovation & Economic Development

Estimated Annual Costs
Increase/(Decrease):
Operational 125,000
Replacement NA

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

About This Project

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

After initial implementation, operational costs are estimated to increase by \$125,000 going forward. There is no replacement cost associated with this project.

Connected Carlsbad Goal

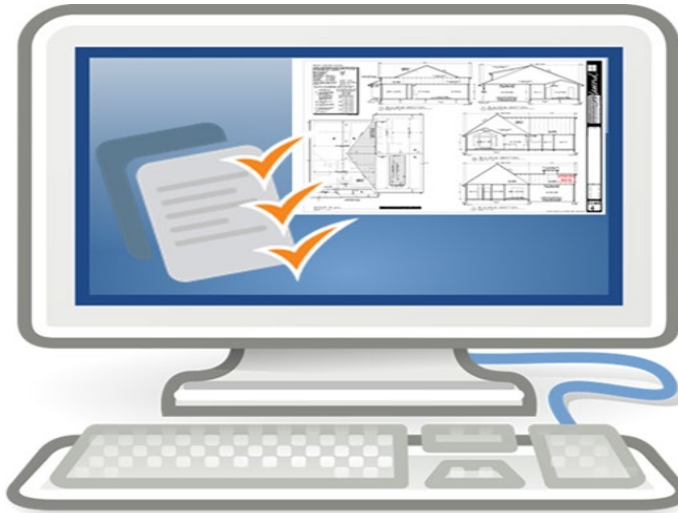
Enhance accessibility and transparency

Project Need

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

information from all departments and live progress on citywide initiatives and council goals.

Online Permitting/Electronic Reviews (E-Review)



Project Funding Source:
Innovation Fund \$ 686,200

Managing Department:
Information Technology

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

Funding Source	Prior Year Budget	Est FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	\$ -	\$ 686,200	\$ -	\$ -	\$ -	\$ -	\$ 686,200

About This Project

Enable the EnerGov Permitting System's public Customer Self Service (CSS) Portal to accept online permit applications including the electronic submission of plans and drawings.

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

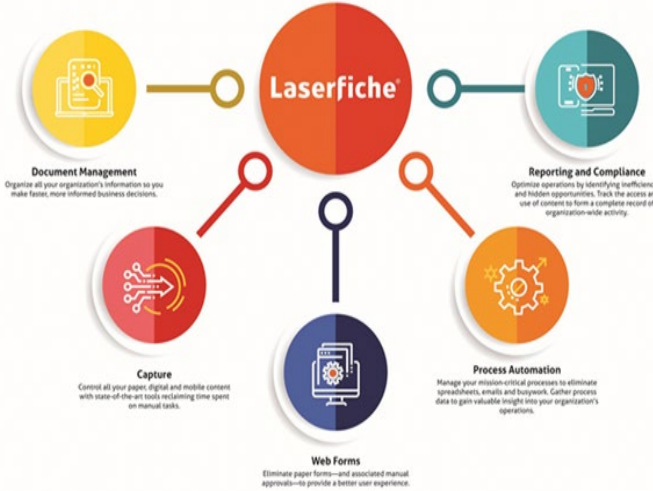
Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

Currently, all permits must be applied for by completing paper applications and submitting multiple physical copies of plans and drawings. Once the applications are received, information from the paper applications is then manually entered into the EnerGov permitting system and the physical copies of the plans and drawings are physically routed through various city departments and divisions for review and approval. The functionality to accept online permit applications and accept electronic plans and drawings is currently part of the city's annual maintenance agreement for the EnerGov permitting system. This project involves working with an outside consultant to fully document the community development permitting process so permits can be configured in the CSS portal. The first phase of online permitting will involve permit types that are frequently used but are not process intensive. This project also involves a pilot of electronic plan reviews with a targeted group of staff to identify the software licensing and hardware requirements which will then be followed by an enterprise wide roll out.

Records Management System



Project Funding Source:
Innovation Fund \$ 533,128

Managing Department:
Information Technology

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

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

About This Project

This project provides for the replacement of the existing document imaging and records management system with a new and improved system. The new document management system, Laserfiche, is a recognized industry standard for document management systems across multiple sectors, including government, and used by multiple jurisdictions throughout San Diego County and Southern California. In addition to document management, Laserfiche also offers functionality for business process automation using business forms and workflows.

Operational costs for providing the record management system after this project is complete are expected to increase by an estimated \$31,000 annually. There is no replacement cost associated with this project.

Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

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

Virtual Permitting Counter (OpenCounter)



Project Funding Source:

Innovation Fund \$ 84,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational 34,500

Replacement NA

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

About This Project

Implement OpenCounter's Virtual Permitting Counter application.

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

Connected Carlsbad Goal

Enhance Accessibility and Transparency

Project Need

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

PROMOTE SECURITY & SUSTAINABILITY THROUGH CONNECTIVITY

Annual Hardware and Infrastructure Replacement



Project Funding Source:
IT Replacement Fund \$ 5,730,000

Managing Department:
Information Technology

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

Funding Source	Prior Year Budget	Est FY21-22 Budget	Est FY22-23 Budget	Est FY23-24 Budget	Est FY24-25 Budget	Est FY25-26 Budget	Total Budget
Innovation Fund	Annual	\$ 1,185,000	\$ 920,000	\$ 1,030,000	\$ 1,485,000	\$ 1,110,000	\$ 5,730,000

About This Project

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

There is no increase or decrease in operational costs associated with the annual replacement program. Due to the circular nature of the replacement program replacement cost fluctuate annually depending on the hardware life cycles which can range from 3 years to 20 years.

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

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

Closed-Circuit Television (CCTV) Master Plan: Citywide CCTV



Project Funding Source:

Innovation Fund \$ 100,000

Managing Department:

Information Technology

Estimated Annual Costs

Increase/(Decrease):

Operational NA

Replacement NA

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

About This Project

Initial project is for a CCTV cameras master plan that would include a citywide inventory, identifying potential new locations and developing a citywide plan to follow. CCTV cameras would be located at various city facilities to help ensure safety at these facilities.

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

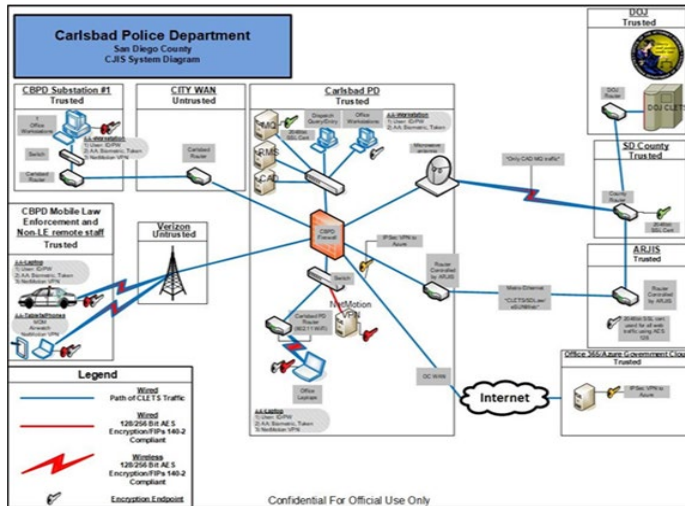
Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

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

Computer Aided Dispatch (CAD)



Project Funding Source:
Pending \$ 2,000,000

Managing Department:
Information Technology

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

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

About This Project

The City of Carlsbad purchased its current Public Safety CAD system in 2005. Over the years there have been a series of upgrades to the system by the current vendor as both needs and technology have evolved. Through a series of mergers and acquisitions, our current CAD system is now at end of life and we must select a replacement CAD system to maintain the standards required by the State of California and expected by the citizens of Carlsbad. We are currently evaluating a few finalists and replacement systems vary in costs and proposed platforms. The range for a replacement CAD system with all of the necessary interfaces (excluding required hardware) will cost anywhere from \$980k to \$2.0M.

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

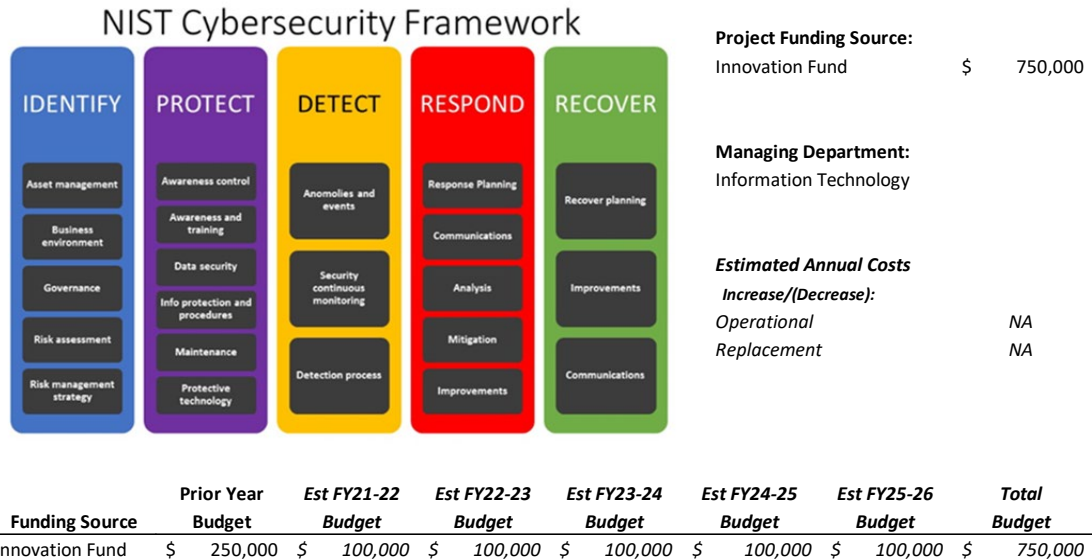
Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

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

Cyber Security Program Development



About This Project

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

To ensure that we address the different areas and aspects of cyber security, city staff have developed and adopted an approach based on the National Institute of Standards and Technology (NIST) Cybersecurity Framework to cybersecurity defense program which covers 5 functions:

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

potential cybersecurity event. Examples of outcome categories within this Function include: Response Planning; Communications; Analysis; Mitigation; and Improvements.

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

Connected Carlsbad Goal

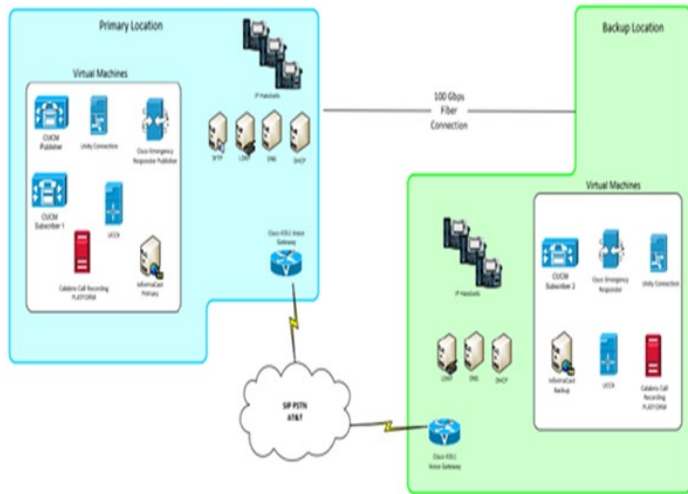
Promote Safety and Sustainability through Connectivity

Project Need

As a result of internal assessments as well as evaluations by external parties, certain initiatives within the 5 functions of the cybersecurity framework have been identified and will be translated into projects. Implementation of these projects will incur costs and require funding. The funding will cover assessment and evaluation, implementation, and staff-training. Once the security infrastructure is in place, the operational costs will be moved to the operation budget. The following projects are identified and planned for implementation:

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

Unified Communication System



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

Managing Department:
Information Technology

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

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

About This Project

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

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

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

Connected Carlsbad Goal

Promote Security and Sustainability through Connectivity

Project Need

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

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

PROMOTE SECURITY & SUSTAINABILITY THROUGH CONNECTIVITY

Minor Projects and Strategic Initiatives

ITIL Training

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

Police WiFi Expansion

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

Traffic Management Functionality Enhancements

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

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

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

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

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

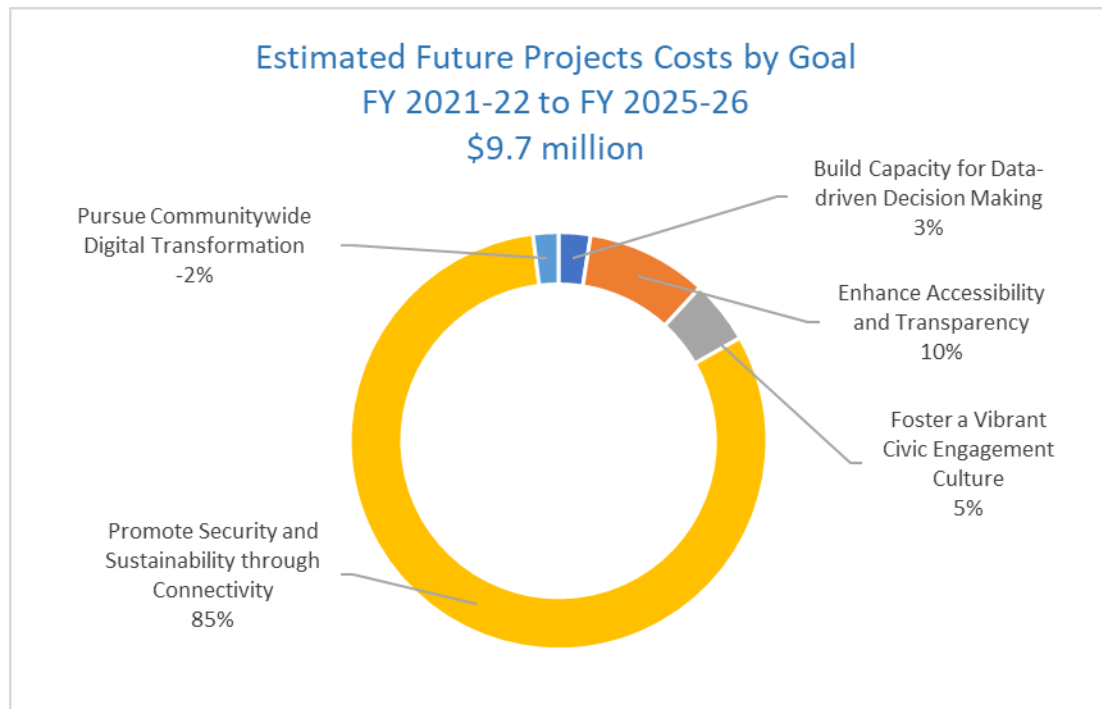
Ensure Adoption of Relevant New Technologies are Mirrored into EOC

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

FUTURE PROJECTS

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

The City of Carlsbad's SDTIP for FY 2021-22 to FY 25-26 outlines 27 projects at an estimated total cost of \$21.3 million. Of the \$21.3 million, \$9.7 million is for new or increased funding for projects over the next five years. The information provided for future years reflects the most comprehensive snapshot of known or anticipated future projects as well as associated estimated costs.

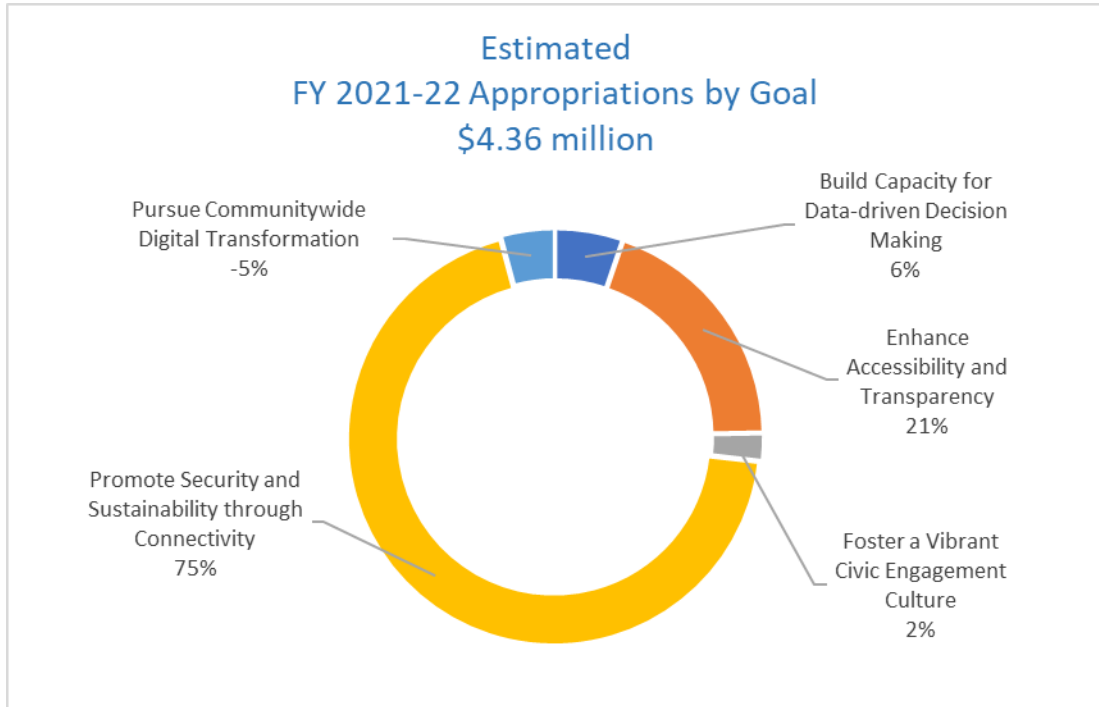


Unfunded Projects

There are currently no unfunded projects identified in the Strategic Digital Transformation Investment Program.

Estimated Fiscal Year 2021-22 Appropriations by Goal

The FY 2021-22 SDTIP outlines \$4.36 million in new appropriations for FY 2021-22 to provide additional funding for the continuation of existing projects as well as funding for new projects.



PROJECT FUNDING SOURCES

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

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



5-YEAR SCHEDULE OF SDTIP PROJECTS BY CONNECTED CARLSBAD GOAL

DIGITAL TRANSFORMATION AND TECHNOLOGY INVESTMENT PROJECTS

Connected Carlsbad Goal Project Name	Funding Source	Funding ID	Project Type	Prior Appropriation	Estimated Year 1 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26	Estimated Total Funding
Pursue Communitywide Digital Transformation										
Consolidation & replacement of Core Systems Study	IF	95921	Major	\$ 400,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400,000
Digital Information Network	IF	95891	Major	4,725,584	-	-	-	-	-	4,725,584
Financial System Upgrades	IF	95691	Major	500,000	-	-	-	-	-	500,000
Learning Management System (LMS)	IF	95971	Major	410,000	-	-	-	-	-	410,000
Mobile Computer Program	IF	95841	Major	350,000	-	-	-	-	-	350,000
OKTA/ServiceNow Automation	IF	NA	Major	200,000	(200,000)	-	-	-	-	-
Project Portfolio Management Tool & Consulting	IF	95821	Major	200,000	-	-	-	-	-	200,000
ServiceNow Service Portal	IF	NA	Major	150,000	-	-	-	-	-	150,000
ServiceNow SAM Implementation	IF	NA	Major	150,000	-	-	-	-	-	150,000
GPS Technology Hardware (Fleet)	IF	NA	Minor	45,916	-	-	-	-	-	45,916
Pursue Communitywide Digital Transformation Total										
				7,131,500	(200,000)	-	-	-	-	6,931,500
Build Capacity for Data-driven Decision Making										
Data Governance and Operational Analytics	IF	NA	Major	-	250,000	-	-	-	-	250,000
Enterprise Asset Management System	IF	NA	Major	100,000	-	-	-	-	-	100,000
Meter Data Management/Utility Analytics	U	NA	Major	400,000	-	-	-	-	-	400,000
Build Capacity for Data-driven Decision Making Total										
				500,000	250,000	-	-	-	-	750,000
Foster a Vibrant Civic Engagement Culture										
Audio Visual Upgrades	IF	95371	Major	100,000	100,000	100,000	100,000	100,000	100,000	600,000
Council Chamber Technology Upgrade	LCI	NA	Major	150,000	-	-	-	-	-	150,000
Digital Engagement & Analytics Consultant	IF	95911	Major	200,000	-	-	-	-	-	200,000
Outdoor Wireless Study	IF	NA	Major	100,000	-	-	-	-	-	100,000
Teleconferencing Services for Public Meetings	IF	95961	Major	240,000	-	-	-	-	-	240,000
Foster a Vibrant Civic Engagement Culture Total										
				790,000	100,000	100,000	100,000	100,000	100,000	1,290,000
Enhance Accessibility and Transparency										
Civic Engagement with Open Data	IF	NA	Major	-	180,000	-	-	-	-	180,000
Online Permitting/Electronic Reviews (E-Review)	IF	NA	Major	-	686,200	-	-	-	-	686,200
Records Management System	IF	95871	Major	533,128	-	-	-	-	-	533,128
Virtual Permitting Counter (OpenGov)	IF	NA	Major	61,000	23,000	-	-	-	-	84,000
Enhance Accessibility and Transparency Total										
				533,128	927,200	23,000	-	-	-	1,483,328
Promote Security and Sustainability through Connectivity										
Annual Hardware and Infrastructure Replacement	ITR	NA	Major	Annual	1,185,000	920,000	1,030,000	1,485,000	1,110,000	5,730,000
CCTV Master Plan, Citywide CCTV	PSSC	IF	Major	100,000	-	-	-	-	-	100,000
Computer Aided Dispatch	PSSC	Pending	Major	-	2,000,000	-	-	-	-	2,000,000
Cyber Security Program Development	PSSC	IF	Major	250,000	100,000	100,000	100,000	100,000	100,000	750,000
Unified Communications Systems	PSSC	ITR	Major	2,200,000	-	-	-	-	-	2,200,000
Promote Security and Sustainability through Connectivity Total										
				2,550,000	3,285,000	1,020,000	1,130,000	1,585,000	1,210,000	10,780,000
Projects Total										
				\$ 11,504,628	\$ 4,362,200	\$ 1,143,000	\$ 1,230,000	\$ 1,685,000	\$ 1,310,000	\$ 21,234,828

Funding Source Abbreviations

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

5-YEAR SCHEDULE OF SDTIP PROJECTS BY FUND

DIGITAL TRANSFORMATION AND TECHNOLOGY INVESTMENT PROJECTS

Connected Carlsbad Goal Project Name	Funding Source	Connected Carlsbad Goal	Funding ID	Project Type	Prior Appropriation	Estimated Year 1 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26	Estimated Total Funding
Innovation Fund											
Audio Visual Upgrades	IF	FVCEC	95371	Major	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 600,000
CCTV Master Plan; Citywide CCTV	IF	PSSC	95811	Major	100,000	-	-	-	-	-	100,000
Civic Engagement with Open Data	IF	EAT	NA	Major	180,000	-	-	-	-	-	180,000
Consolidation & Replacement of Core Systems Study	IF	PCDT	95921	Major	400,000	-	-	-	-	-	400,000
Cyber Security Program Development	IF	PSSC	NA	Major	250,000	100,000	100,000	100,000	100,000	100,000	750,000
Data Governance and Operational Analytics	IF	BCDDM	NA	Major	250,000	-	-	-	-	-	250,000
Digital Engagement & Analytics Consultant	IF	FVCEC	95911	Major	200,000	-	-	-	-	-	200,000
Digital Information Network	IF	PCDT	95891	Major	4,725,584	-	-	-	-	-	4,725,584
Document Management System	IF	EAT	95871	Major	533,128	-	-	-	-	-	533,128
Enterprise Asset Management System	IF	BCDDM	NA	Major	100,000	-	-	-	-	-	100,000
Financial System Upgrades	IF	PCDT	95691	Major	500,000	-	-	-	-	-	500,000
Learning Management System (LMS)	IF	PCDT	95971	Major	410,000	-	-	-	-	-	410,000
Mobile Computer Program	IF	PCDT	95841	Major	350,000	-	-	-	-	-	350,000
OKTA/ServiceNow Automation	IF	PSSC	NA	Major	200,000	(200,000)	-	-	-	-	-
Online Permitting/Electronic Reviews (E-Review)	IF	EAT	NA	Major	686,200	-	-	-	-	-	686,200
Outdoor Wireless Study	IF	FVCEC	NA	Major	100,000	-	-	-	-	-	100,000
Project Portfolio Management Tool & Consulting	IF	PCDT	95821	Major	200,000	-	-	-	-	-	200,000
ServiceNow Service Portal	IF	PCDT	NA	Major	150,000	-	-	-	-	-	150,000
ServiceNow SAM Implementation	IF	PCDT	NA	Major	150,000	-	-	-	-	-	150,000
Teleconferencing Services for Public Meetings	IF	FVCEC	95961	Major	240,000	-	-	-	-	-	240,000
Virtual Permitting Counter (OpenGov)	IF	EAT	NA	Major	61,000	23,000	-	-	-	-	84,000
GPS Technology Hardware (Fleet)	IF	PCDT	NA	Minor	45,916	-	-	-	-	-	45,916
Innovation Fund Total					8,754,628	1,177,200	223,000	200,000	200,000	200,000	10,754,828
Information Technology Replacement Fund											
Annual Hardware and Infrastructure Replacement	ITR	PSSC	NA	Major	Annual	1,185,000	920,000	1,030,000	1,485,000	1,110,000	5,730,000
Unified Communications Systems	ITR	PSSC	NA	Major	2,200,000	-	-	-	-	-	2,200,000
Information Technology Replacement Fund Total					2,200,000	1,185,000	920,000	1,030,000	1,485,000	1,110,000	7,930,000
Local Cable Infrastructure											
Council Chamber Technology Upgrade	LCI	FVCEC	NA	Major	150,000	-	-	-	-	-	150,000
Pending											
Computer Aided Dispatch	Pending	PSSC	NA	Major	-	2,000,000	-	-	-	-	2,000,000
Utility											
Meter Data Management/Utility Analytics	U	BCDDM	NA	Major	400,000	-	-	-	-	-	400,000
					400,000	-	-	-	-	-	400,000
Projects Total					\$ 11,504,628	\$ 4,362,200	\$ 1,143,000	\$ 1,230,000	\$ 1,685,000	\$ 1,310,000	\$ 21,234,828

Connected Carlsbad Goal Abbreviations

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

FUNDING SOURCES

INNOVATION FUND FUNDS AVAILABILITY PROJECTION

	Balance 2020-21	Estimated Year 1 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26
Beginning Available Balance		\$ 6,613,642	\$ 5,436,442	\$ 5,213,442	\$ 5,013,442	\$ 4,813,442
Transfers In		-	-	-	-	-
Project Appropriations		1,177,200	223,000	200,000	200,000	200,000
Ending Available Balance		\$ 5,436,442	\$ 5,213,442	\$ 5,013,442	\$ 4,813,442	\$ 4,613,442
Balance Available for Future Projects	\$ 6,613,642					

INFORMATION TECHNOLOGY DEPARTMENT REPLACEMENT FUND FUNDS AVAILABILITY PROJECTION

	Balance 2020-21	Estimated Year 1 2021-22	Estimated Year 2 2022-23	Estimated Year 3 2023-24	Estimated Year 4 2024-25	Estimated Year 5 2025-26
Beginning Available Balance		\$ 1,321,372	\$ 1,448,872	\$ 850,000	\$ 1,100,000	\$ 1,134,383
Replacement Cost Revenue		1,312,500	1,378,125	1,447,031	1,519,383	1,595,352
Replacement Appropriations		1,185,000	920,000	1,030,000	1,485,000	1,110,000
Ending Available Balance		\$ 1,448,872	\$ 1,906,997	\$ 1,267,031	\$ 1,134,383	\$ 1,619,735
Estimated Available Funds	\$ 1,321,372					

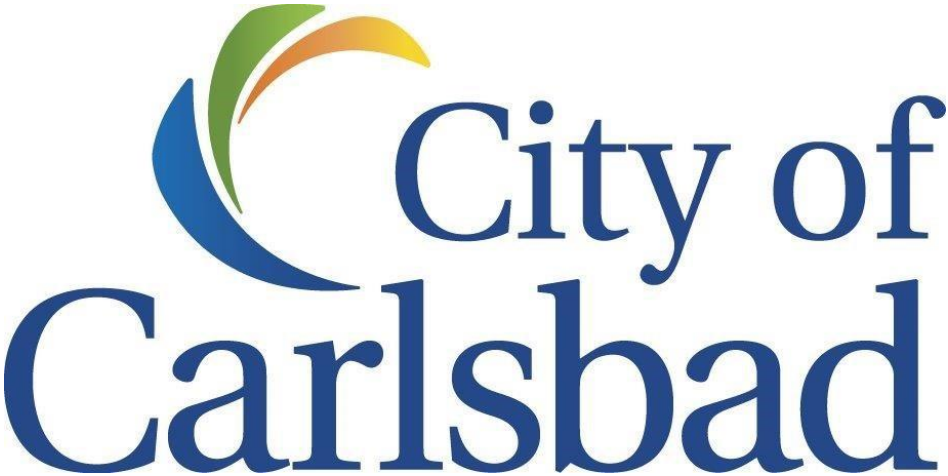
STRATEGIC DIGITAL TRANSFORMATION INVESTMENT PROGRAM PROJECT ROADMAP

Strategic Digital Transformation Investment Program - Roadmap

GOAL	INITIATIVES	Legend:																		
		Prior Years			FY 2021-22			FY 2022-23			FY 2023-24			FY 2024-25			FY 2025-26			
		Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	Q1	Q2	Q3	
Pursue Community Wide Digital Transformation	Consolidation & Replacement of Core Systems Study																			
	Digital Information Network																			
	Financial System Upgrades																			
	Learning Management System (LMS)																			
	Mobile Computer Program																			
	OCR/ServiceNow Automation																			
	Project Portfolio Management Tool & Consulting																			
	ServiceNow SAM Implementation																			
	ServiceNow Service Portal																			
	ServiceNow Hardware (Fleet)																			
Transition to a Single Identity for Users of City Services																				
Build Capacity for Data-driven Decision Making	INITIATIVES																			
	Data Governance and Operational Analytics																			
	Enterprise Asset Management System																			
	Meter Data Management/Utility Analytics																			
Foster a Vibrant Civic Engagement Culture	INITIATIVES																			
	Audio Visual Upgrades																			
	Council Chamber Technology Upgrade																			
	Digital Engagement & Analytics Consultant																			
	Outdoor Wireless Study																			
Enhance Accessibility and Transparency	INITIATIVES																			
	Civic Engagement with Open Data																			
	Online Permitting/Electronic Reviews (E-Review)																			
	Records Management System																			
	Virtual Permitting Center (OpenCounter)																			
Promote Safety and Sustainability through Connectivity	INITIATIVES																			
	Annual Hardware and Infrastructure Replacement																			
	CCTV Master Plan, Citywide CCTV																			
	Computer Aided Dispatch																			
	Cyber Security Program Development																			
	Unified Communications Systems																			
	Traffic Management Functionality Enhancement																			
Ensure Adoption of Relevant New Technologies are Mirrored into EOC																				

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





INTERNAL DIGITAL INFORMATION NETWORK ACTION PLAN

PURPOSE

This document outlines the high-level plan to implement a strategic digital information network for the City of Carlsbad that will fully utilize advanced hardware and software to provide robust and scalable network infrastructure.

Digital information networks are the foundation of all other digital services that Information Technology provides. Without a network, data cannot be transported. Recognizing that a modern high speed and high capacity network is necessary to support current and future technical initiatives, city staff have the following plan to provide for such a network.

GUIDING PRINCIPLES

In consideration of the strategic importance of the network, the following guiding principles for this effort have been identified.

The new network must have the following attributes:

- ❖ Reliable – The network must operate with minimal disruption.
- ❖ Resilient – The network must be capable of supporting reliability by being designed in such a way as to dynamically respond to potential faults.
- ❖ Responsive – The network must complete communications tasks predictably and with minimal latency.
- ❖ Scalable – The network must be able to grow to meet future demands without significant upgrades to physical infrastructure.
- ❖ Unified – The network must support the combined operation of all city technology needs.
- ❖ Cost-effective – The network must provide excellent value to the city as compared to current commercial offerings.

OUR CURRENT STATE

Currently the city relies on multiple networks and varying types of architecture to provide services to its various departments. Over the past fifteen to twenty years, IT incrementally assembled a core operations network mostly by outsourcing these critical communications services to third-party providers. Meanwhile, the city's traffic management division, working in conjunction with its own consultants, have built a parallel network of wireless devices and copper wiring. The utilities division is operating the fresh water management system, monitoring water quality and delivery, through automated systems using supervisory control and data acquisition (SCADA) systems on yet another series of connections. These fragmented approaches have been undertaken because the city has not previously taken a holistic, citywide approach to delivering network services with an eye toward making long-term investments in infrastructure. These separate environments are now in need of replacement and modernization, and meeting the city's needs will require a strategic and unified approach.

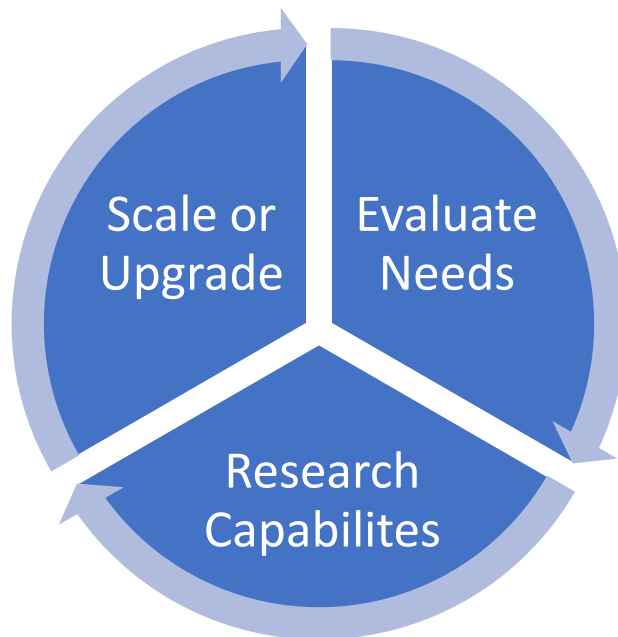
While careful planning has been applied to the physical growth of the city, the same care has not been applied to our digital growth. Some municipalities have chosen to install fiber-optic cable during the development of new communities. For various reasons, Carlsbad has never made this type of investment.

In 2017 the City Council approved an amendment to an existing agreement with a company called Crown Castle. This agreement entitles the city to the use of four to six strands of fiber-optic cable wherever the company has cable in the City of Carlsbad. From mid-2018 to the end of 2019 staff have worked with a consultant, Magellan Advisors, to design a solution to make use of this valuable asset. During that time, staff, in partnership with Crown Castle and Magellan Advisors, developed a plan that aligns with the guiding principles listed above.

The network design unifies the long-term vision of digital communications within the city, providing for a citywide fiber network connecting all buildings within the city while avoiding the need to construct an entirely new fiber network. The Crown Castle digital network can then be the foundation for applications supporting the transport of data to support the Traffic Management Division, the Utilities Division, Public Safety and other operating groups within the city.

PLAN

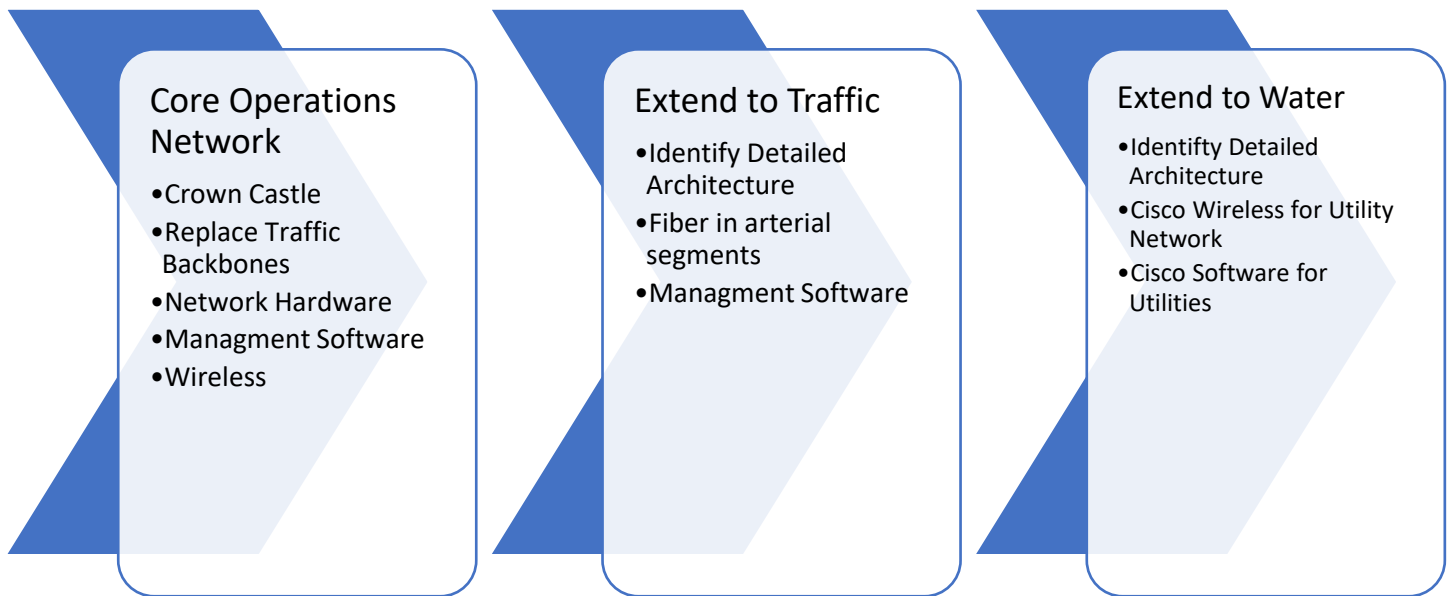
The delivery of effective data network services is an ongoing process of evaluating current needs, demands and capabilities. This process begins with continually evaluating the needs of our organization. Staff measures the demands needed as compared to the capacity to deliver on these demands. Then, based on research and partnership with experts, staff will assess new solutions and technologies. Lastly, as these new capabilities are understood, staff will work with partners to scale, or upgrade, the network to meet the operational needs. This process is depicted in the diagram below.



With this process in mind, staff have identified an initial series of projects that will provide the basis for this cycle of continuous improvement.

The following outlines the projects of the plan:

- 1) Replace third-party core operations network with a unified, identity aware, hybrid network
- 2) Extend the unified network to provide data networking services for the Traffic Management System
- 3) Extend the unified network to provide data networking services for the Utility Management System



CORE OPERATIONS NETWORK

There are five key steps in the first project that will create a new core operations network for the City of Carlsbad:

- 1) **Crown Castle** – Utilize the existing agreement with Crown Castle to build a city-managed network using fiber-optic cable. This will allow us to have a redundant fiber network now. Over time, investments can be made to install city owned fiber-optic cable as needs are identified.
- 2) **Replace traffic backbone** – The network backbone for the traffic management system represents the aggregate connection points around the city where multiple intersections connect back to the Traffic Management Center. The Information Technology department will include these key locations in this step and install necessary network switching devices to replace the existing wireless connectivity with high speed fiber-optic connections. This is to provide for increased speed and capacity and decreased latency of these connections to meet increased demands of new traffic technologies.

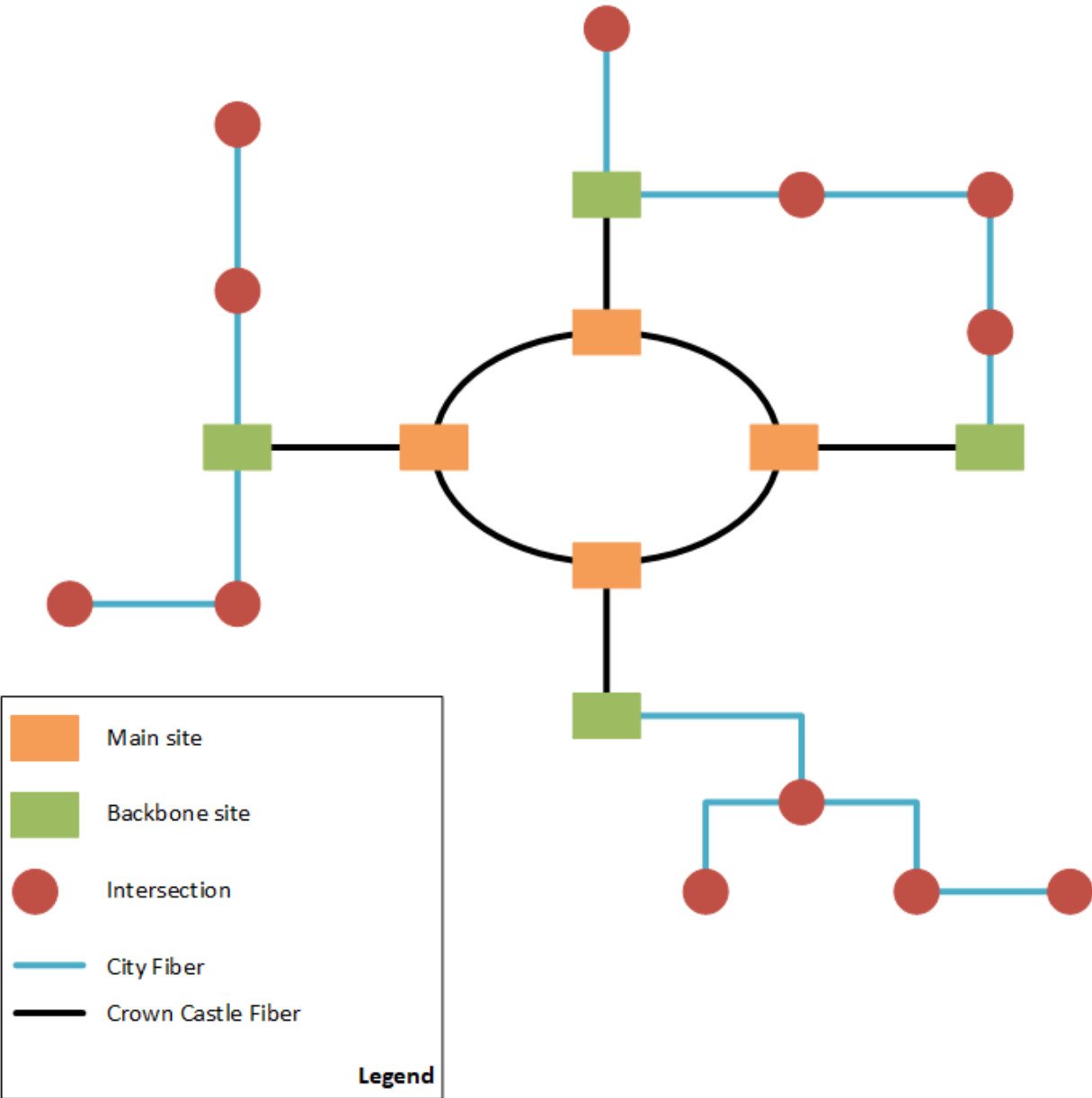
- 3) **Advanced network hardware** – Provide best value and scalability of the fiber-optic assets from Crown Castle by installing Dense Wave Division Multiplexing (DWDM) electronics at key sites. These devices are capable of virtually dividing fiber-optic cables to allow for the critical ability to scale the core network without the need to acquire new underground cable. This capability will allow the city’s network to grow considerably in the future as needs grow without having to build a full city-wide fiber cable network.
- 4) **Network management software** – Implement a software defined network that enables the logical management of data using a technology known as Digital Network Architecture (DNA) made by Cisco. This software allows IT to implement and securely deliver network services to meet all needs of the city without having to build various separate physical networks. This not only greatly reduces duplication and cost but also simplifies management and enables for more capability.
- 5) **Wireless** – A modern network needs to be ready to deliver data using wireless transmission in a secure and reliable manner. Extending the capabilities of Cisco DNA into our wireless network allows expanded mobility and greater range of connectivity options. All manner of sensors and connected-devices rely on wireless connectivity due to the challenge that would exist to physically cable such large number of devices. This step includes replacement of end-of-life wireless equipment currently in place that will provide for this new capability.

EXTEND TO TRAFFIC

The second project is upgrading the existing cable infrastructure of the traffic management network and then unifying this environment with the core operations network:

- 1) **Identify detailed architecture** – IT will work with staff in the Traffic Division and their consultants to identify a detailed architectural design for both new fiber-optic cable installs and network switching equipment as needed, based on upcoming implementations of advanced traffic management solutions.
- 2) **Fiber in arterial segments** – The Information Technology department, working in cooperation with the Traffic Division, will evaluate connectivity requirements on major roadways around the city. The city already owns extensive underground conduit that can be used to install fiber-optic cable. Other sections may require limited construction to install conduit and fiber.
- 3) **Add network management software** – Once the physical network has been extended to the necessary traffic locations, IT will turn on the software functionality of the unified network to suit the Traffic Department’s needs. Although physically part of the single city network, the devices that manage our traffic network would be virtually segmented from other parts of the network to assure proper security and functionality.

PROPOSED CONCEPTUAL DESIGN



EXTEND TO WATER

The third project will be working with the Utilities Department and consultants to provide the capabilities of the unified network. Due to the nature and location of many of the department's facilities, wireless technologies would likely be used heavily.

- 1) **Identify Detailed Architecture** – IT will work with the utilities division and their consultants to identify a detailed architectural design for both new fiber-optic cable, wireless, and potentially Crown Castle installs. Network equipment would be identified as part of the new utility system design process.
- 2) **Wireless** – Wireless capabilities of the unified network would be extended to meet the needs of the utilities department.
- 3) **Software** – As with other parts of the unified network, Cisco DNA software would be extended to the utilities network to provide extensive security and reliability of this key piece of critical infrastructure.



CITY COUNCIL
Staff Report

Meeting Date: Jan. 14, 2020
To: Mayor and City Council
From: Scott Chadwick
Staff Contact: David Graham, Chief Innovation Officer
david.graham@carlsbadca.gov or 760-434-5992
Subject: Connected Carlsbad: An Inclusive City Innovation Roadmap

Recommended Action

Adopt a resolution approving Connected Carlsbad: An Inclusive City Innovation Roadmap

Executive Summary

For many years the City of Carlsbad has been deploying technology and using data in ways that demonstrate it is on a path to be a more connected community. Given what has been accomplished to date and the need to be strategic going forward, a connected community roadmap that sets goals for city innovation and an associated action plan is needed to guide the city while also communicating these efforts to the public.

Based upon City Council approved projects, existing city documents, previous IT assessments and interviews with departments a preliminary roadmap and a collection of initiatives and ideas were being presented to the City Council on April 23, 2019.

Our effort aims to take a human-centered focus that is inclusive in the development of the roadmap. Based upon feedback from the City Council, staff initiated a public input process to solicit community feedback and ideas. Based upon that information, Connected Carlsbad: An Inclusive City Innovation Roadmap (Connected Carlsbad) has been revised and is being presented to the City Council for approval. An associated action plan is also being presented which will be a dynamic document that is regularly updated as new initiatives are approved by the City Council on through the annual budget process case-by-case basis.

Discussion

Demand from the public for greater connectivity, more convenience and more robust information is rising, and the City is strategically adapting to meet those demands. The City has a track record of using data and technology to improve decision-making and the lives of residents.

As the needs of residents, visitors and businesses rise so does the complexity of providing services to the community. New technology brings new challenges around integration, change

management, legacy system replacement, data management and public policy. A roadmap and corresponding action plan can be a valuable tool for the city and inform the co-creation of a connected community with the public.

Connected Carlsbad and its associated action plan is a collection of existing initiatives that shows a more comprehensive picture of what the city is doing to create a more connected community. It is also a strategic guide that identifies future projects and initiatives.

Recognizing the dynamic nature of technology, this strategic approach is intended to provide roadmap goals that have longevity. The action plan, which would implement Connected Carlsbad, would be continuously updating based upon public input and city needs.

The roadmap being presented has been informed by City Council approved projects, existing city documents, previous IT assessments, a global scan of connected community efforts and over 100 interviews with city staff. Based upon that internal and external engagement five roadmap goals have been developed. They are:

- Pursue Communitywide Digital Transformation
- Build Capacity for Data-Driven Decision Making
- Foster a Vibrant Civic Engagement Culture
- Enhance Accessibility and Transparency
- Promote Security and Sustainability through Connectivity

The first goal has been revised from the original goal of “Strengthen and Modernize IT Infrastructure” to a more community inclusive approach to digital transformation. Through the engagement process we discovered that a broader and more aspirational goal may provide greater vision for what can be accomplished with the community.

Community Engagement

Since the preliminary roadmap was presented to the City Council staff has engaged with the community. The results of this engagement led to revisions that included approaching the overall strategy with an adopted roadmap and a dynamic action plan that would be regularly updated. It also informed a digital survey that had over 200 participants who provided both quantitative data and qualitative information through approximately 400 comments. The key results of this survey provide valuable insights for the roadmap and action plan.

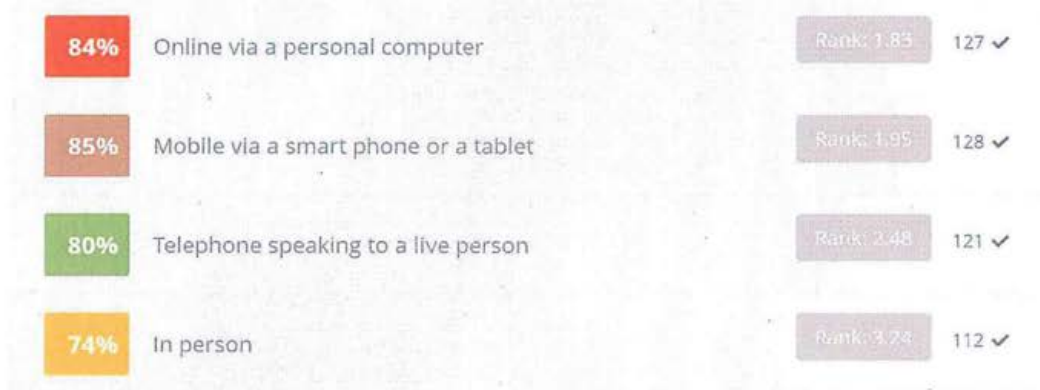
Regarding the five ideas that guide the roadmap there was consensus regarding the top three.

These five ideas guide the City of Carlsbad's strategy for creating a more digital and inclusive community. Please rank these in order of importance to you personally.



We were also able to gauge the public preference when engaging with the city.

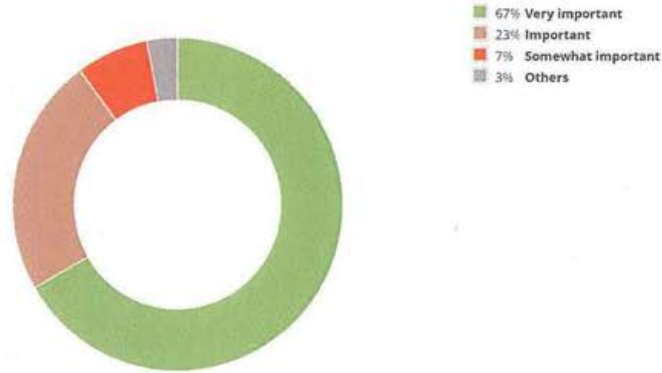
Please rank the the following ways of accessing city services from most preferred to least.



The similar ranking of connecting via a personal computer or mobile device mirrors the global trend in the rise of mobile devices as the growing way people want to connect with all things. This data should inform current and future initiatives that wish to connect with the public digitally. Providing a web presence that is primarily focused on people accessing that service via a personal computer or laptop will miss a significant number of users and lead to greater frustration with the public that chooses to connect with the city digitally.

We found that providing access to services online was either important or very important to 90% of the respondents. This is important when making decisions regarding how the city offers its services.

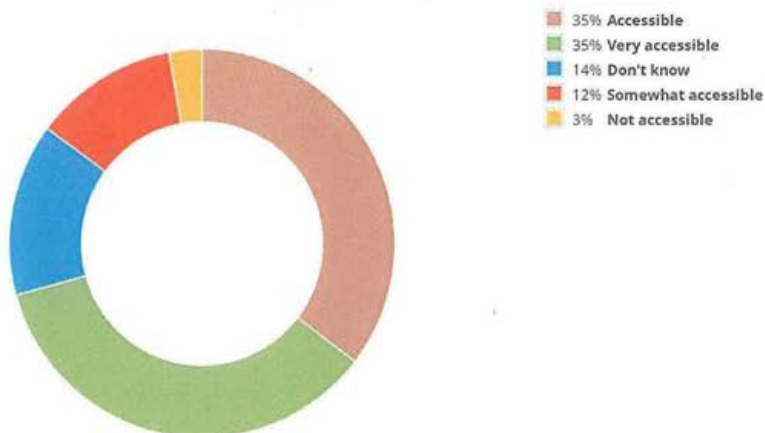
How important is it for the city to provide access to services online?



When asked what services people currently utilize in person, online or via phone, libraries, parks and recreation and paying utility bills rose to the top. All three areas have online, and in-person services and have made a concerted effort to provide inclusive digital access to their services.

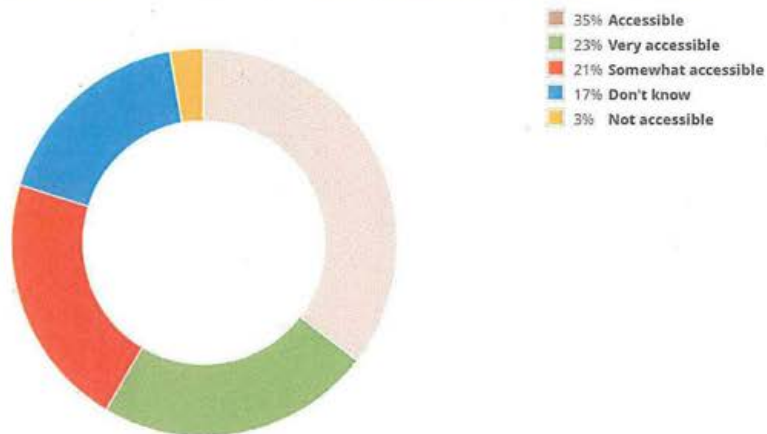
Knowing that the public wants to connect with the city begs the question of how well we are currently providing access to services online. The previously mentioned data makes it clear that personal computer or mobile access are two important means of connecting with city services. The city received fair marks for accessibility on a traditional computer.

Currently, how accessible are the city services you need via a desktop computer or laptop?



Recognizing the trend towards more mobile connectivity the city received slightly lower marks on accessibility via mobile devices.

Currently, how accessible are the city services you need via your phone or tablet?



Since mobile connectivity will continue to rise and likely become the most broadly adopted method of digital access the city should consider opportunities and challenges associated with mobile device access.

Turning to specific policies or initiatives, when asked how concerned the participants were in maintaining the privacy of the information that is provided to the City, 60% were very concerned and 20% were somewhat concerned. This validates the pro-active approach the city has taken considering privacy and cybersecurity when adopting new technologies. The hiring of a new data science and business intelligence manager, which the City Council approved in the FY 2019-2020 budget, will assist in ensuring clear citywide data policies that protect privacy while encouraging citywide data-driven decision making.

Finalizing the Roadmap and Action Plan

Some revisions have been made to the roadmap based upon the on-going efforts since the draft went to the City Council. First, the roadmap is shifting from focusing on the “smart city” term and more towards city innovation and connected communities. While the term “smart city” is one that is used globally, and many of the efforts the city has undertaken are considered “smart city” technologies, the term connected community seems to better fit with our city as it is a more inclusive term. The city is also known to be home to many companies in the innovation economy and many community innovators so connecting the city with the concept of innovation seems to be a perfect fit.

Second, as referenced earlier the goal of modernizing and strengthening information technology infrastructure has been expanded to encompass digital transformation communitywide. This includes consideration of outward facing offerings for our residents in addition to the fundamental systems needed to run a modern government. For example, it may include the consideration of improved public wi-fi, expansion of city services available online or on mobile devices and the ongoing effort to simplify the process of the public accessing city services. The City Council took a significant step to modernizing and strengthening our IT infrastructure when it approved the agreements for an improved digital information network

operated by the city primarily using existing fiber infrastructure on December 17, 2019. There is significant work still to be done to provide access to services that would benefit our residents, visitors and businesses but building reliable communication infrastructure is an important step to creating the backbone for future city efforts.

Third, given the changing nature of types of projects that aim to achieve the Connected Carlsbad goals, it is being recommended by staff that the City Council approve the roadmap by resolution and support the initial action plan. The action plan will dynamically updated based upon future City Council actions and annual budget approval. This will provide the greatest visibility to the City Council and public on how the roadmap goals are being achieved.

Conclusion

The history of the city is one that clearly demonstrates that it has been on the path of being a connected community or what others would call a smart city. This path has been driven by decisions to improve the lives of residents as well as city operations. Finalizing a roadmap that is approachable to the public, sets clear goals for city staff, and demonstrates the intent of the city towards the community is an opportunity to continue moving our organization into the future. Connected Carlsbad and the action plan will build on the thoughtful decisions of the past while laying a strategic roadmap for the future.

Fiscal Analysis

There is no fiscal action directly associated with this item. Recommendations for any additional resources will be made through the annual budget process, or on a case-by-case basis.

Next Steps

City staff will finalize an action plan based upon the presentation to city council and will regularly update it based upon future actions that align with the goals outlined in the roadmap. Individual initiatives may also be subject to future community outreach based upon the nature of the proposed initiative. Staff will provide regular updates to the city council regarding the process of the various initiatives that are consistent with the Roadmap.

Environmental Evaluation (CEQA)

Pursuant to Public Resources Code section 21065, this action does not constitute a “project” within the meaning of CEQA in that it has no potential to cause either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment and, therefore, does not require environmental review.

Public Notification

The item was noticed in accordance with the Ralph M. Brown Act and was available for public viewing at least 72 hours prior to the scheduled meeting date.

Exhibits

1. City Council Resolution
2. Connected Carlsbad: An Inclusive City Innovation Roadmap
3. Draft Connected Carlsbad Action Plan

RESOLUTION NO. _____

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF CARLSBAD,
CALIFORNIA, APPROVING CONNECTED CARLSBAD: AN INCLUSIVE CITY
INNOVATION ROADMAP

WHEREAS, the City of Carlsbad is committed to continuing to strategically invest in improving connectivity for its residents, visitors and businesses; and

WHEREAS, the rapid rise of technology presents opportunities to provide greater service to the public; and

WHEREAS, it is estimated that by 2025 over 75 billion devices globally will be connected to the internet; and

WHEREAS, a siloed approach to technology adoption may waste resources; and

WHEREAS, the community outreach efforts have identified that the public has interest in accessing more city services; and

WHEREAS, Connected Carlsbad: An Inclusive City Innovation Roadmap provides a strategic framework that communicates the City's approach to the public on creating a more connected community and provides a guide for current and future initiatives.

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

1. That the above recitations are true and correct.
2. The attached Connected Carlsbad: An Inclusive City Innovation Roadmap is hereby adopted.

PASSED, APPROVED AND ADOPTED at a Regular Meeting of the City Council of the City of Carlsbad on the ___ day of _____, 2020, by the following vote, to wit:

AYES:

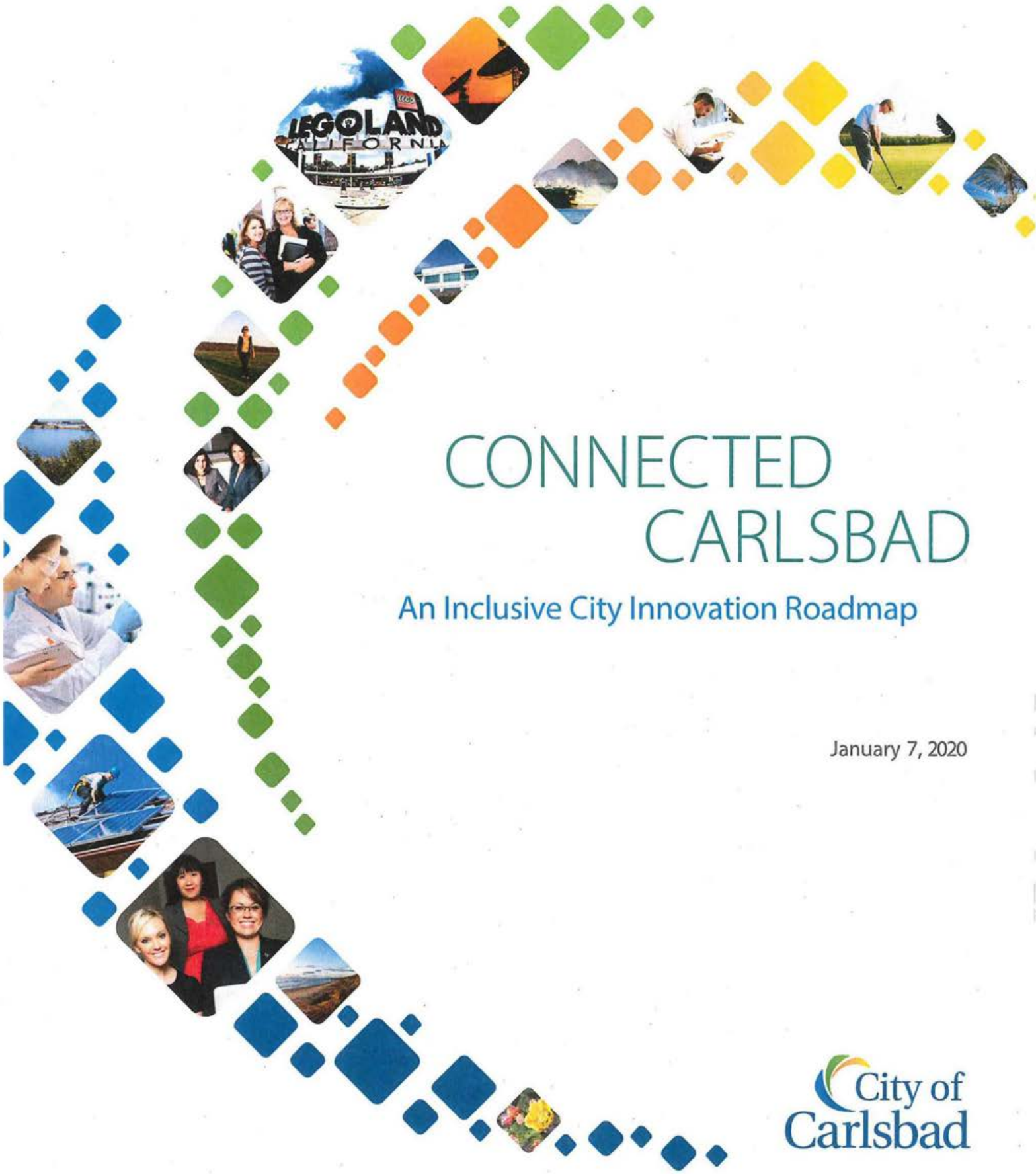
NAYS:

ABSENT:

MATT HALL, Mayor

BARBARA ENGLESON, City Clerk

(SEAL)



CONNECTED CARLSBAD

An Inclusive City Innovation Roadmap

January 7, 2020



CONNECTED CARLSBAD

An Inclusive City Innovation Roadmap

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OVERVIEW

The rapid evolution of business, government and consumer technology over the past decade has changed daily life to a degree not seen since the rise of the automobile a century ago. Smartphones and nearly ubiquitous high-speed internet in metropolitan areas have revolutionized the way we stay in touch with each other, the way we bank, the way we shop and the way we travel. New vehicle technology is changing the way we drive and park our cars. As the adoption of new technology expands, making life ever more convenient and in other ways more complicated, the expectations of the public and what they demand from government has changed too.

The City of Carlsbad has long used technology to solve public problems. Until recently, city initiatives were often developed in silos to meet the limited needs of a single city program or department. The ever-increasing connectivity and integration of technologies demands a more unified approach, guided by a common understanding of needs and priorities with a focus on fiscal realities.

The roadmap will unite current initiatives with future ideas

Connected Carlsbad: An Inclusive City Innovation Roadmap is designed to provide a high-level, organized guide to the principles that matter to the city in creating a more connected community. This roadmap and its associated action plan is based on City Council approved projects, existing city documents, previous IT assessments and interviews with departments, combined with a global scan of other cities and best practices that have emerged from leading smart city thinkers and Carlsbad-specific community engagement. The roadmap is organized into five primary goal areas supported by an action plan of projects and initiatives.

The first goal, **Pursue Community-wide Digital Transformation**, focuses on the foundational elements, including connectivity, up-to-date hardware and software, and a robust security strategy while providing an aspirational vision for the future.

The second goal, **Build Capacity for Data-Driven Government**, focuses on the policies, procedures and staffing necessary for the city to fully capture the value of emerging models of data analytics.

The third goal, **Foster a Vibrant Civic Engagement Culture**, builds upon the first two goals with a human-centered perspective that an engaged city that uses data and technology in a way that respects people and their privacy will support a vibrant culture where residents, organizations and businesses are invested in their community and its future.

The fourth goal, **Enhance Accessibility and Transparency**, recognizes that open government and approaching problem-solving from an accessibility perspective leads to better outcomes for all.

The fifth goal, **Promote Safety and Sustainability Through Connectivity**, leads to understanding the interconnected nature of our communities that can achieve environmental, mobility and sustainability goals when approached in a cross-departmental and community informed manner.

Since the city already has existing infrastructure and capacity, work on achieving some of these goals is already underway. The initiatives that are underway have been guided by previous city action. This roadmap serves as a general guide to unite current initiatives with future ideas, spark collaboration, foster innovation and promote sharing.

THE CURRENT STATE OF CITY INNOVATION

Among cities of its size, Carlsbad is already a leader in deploying advanced technological and data tools to provide better services for the community. Examples include:

- The Carlsbad @Your Service app gives community members a quick and convenient way to report issues they see around town.
- The Carlsbad City Library uses a data analytics service to evaluate and calibrate its collections to ensure that each branch has the books, movies and other materials that best serve local residents.
- The Planning department offers an “e-zoning” map that helps users quickly determine what land-use zone a property is in, the assessed acreage of the property, what school district the property is in, and related information.
- The traffic signal network and management center is centrally connected, the largest network of its kind in the region, and upgrades are being made to make the network dynamic and adaptable.
- The utilities department has full deployment of advanced metering infrastructure that has improved accuracy, reduced on-site visits and provided analytic capability that has saved millions of gallons of water and hundreds of thousands of dollars.

Over the next five years, technological advances will depend more directly on the interconnected nature of city systems. The next wave of innovation in local government is the use of data to drive efficiency and innovation to reach better outcomes for the community. The adoption of devices and sensors is generating an exponentially larger stream of data. In 2018, estimates were that 90% of the data in the world had been generated in the previous two years. City officials recognize that data is a strategic asset that can be used to gain insights and surface ways to improve city operations and services. To realize the value of this asset, however, the city must address issues such as data governance and the capacity of city staff to organize and analyze data.

Connected communities should be prepared for the risks associated with deploying new solutions

In 2018, the City Council approved the creation of a new position, the Chief Innovation Officer, who worked cross-departmentally to develop this roadmap and guide its implementation. Carlsbad is among the few cities in the country that have prioritized innovation by dedicating this type of resource. Most cities with robust innovation programs are large metropolises, such as Los Angeles, Boston and San Francisco; and of the 14 cities that have received formal recognition from What Works Cities, only two (South Bend, Indiana, and Topeka, Kansas) are comparable in population to Carlsbad.

City innovation is sweeping through cities of all sizes and geographies. Approaching challenges in new ways, being open to new technology, and deriving insights from the community are all a part of a culture of innovation. Embedding innovation at all levels of the organization can lead to a more agile and engaged workforce that delivers for residents, businesses and visitors. Beyond technology innovation is about people and the people local government serves.

UNDERSTANDING AND MITIGATING RISKS

An effective strategic approach to being a connected community requires the city to fully consider and prepare for the risks associated with technology and data. While vendors might demonstrate how a project works in the most favorable environment, city staff must be equipped to consider all ramifications before moving forward with an initiative. This section identifies and describes some of the most common risks.

I. Security Vulnerabilities

Without proper security measures in place, a city's exposure to cyber-attacks grows as more devices, systems and services are connected. This is also known as a growing "attack surface." Historically, most of a city's devices were kept inside a building, such as City Hall or Operations Center. As the City has grown, devices are located in multiple buildings and vehicles. This risk will be mitigated by incorporating security efforts into the action plan.

II. Diversion of Resources

City staff have a finite amount of time to devote to their work. Implementing new technologies and data strategies often requires staff to spend less time on their current duties in order to provide enough time to work on new initiatives. This risk is especially prevalent in pilot programs, where the pilot is a project in addition to a standard city process. This risk will be mitigated in multiple ways – in some cases, the Technology Leadership Committee will play a role in addressing and managing resource allocation, while in others these decisions will need to be made by the City Council with public input.

III. Mitigating Bias Toward Technological Solutions

As the private sector churns out an ever-increasing array of technological solutions to public problems, the city may be conditioned to look first for a technological solution to a problem. It is important to consider that technology may not always be the best solution. To avoid skewed decision-making resulting from technological bias, city staff will ensure that an evaluation of non-technological solutions is included as part of the decision-making process.

A CULTURE OF CONTINUOUS IMPROVEMENT

Being a connected community is about more than just having the right software applications, or the most cost-effective devices, or the best network configuration. Those technical pieces are simply the means to an end. Ultimately, it is the people in Carlsbad — city employees, local businesses, residents, students and visitors — that matter.

If you forget about the people you will miss the point of being a connected community

Many existing processes have been in place for years, some for decades. The challenge of changing systems and adapting to new processes is as much about the people involved as it is about getting the technology right, and it can be challenging, both for staff and for the public to adapt. Initiatives to implement the roadmap goals should include a human-centered approach that:

- Creates opportunities for internal buy-in and engagement
- Highlights the need for training opportunities for both staff and the public
- Recognizes the importance of community engagement in the decision-making

The constantly changing nature of technology requires dynamic approaches to its use and implementation. Becoming a connected community requires a platform of people who understand the need for continuous improvement and are equipped to adapt. The roadmap and action plan, informed by people inside and outside the organization, not only serves as a guide, but also as a way to generate buy-in from everyone involved.

THE FUTURE STATE OF CITY INNOVATION

As the city pursues the roadmap goals the future state of a more connected community is bright. This can include:

- Lightning fast digital information network that allows for the adoption of new technologies without the barriers of broadband infrastructure speeds.
- Citywide data policy and systems that provide more information and insights to residents, visitors, businesses and employees driving greater collaboration and improved city operations.
- Expanded community engagement tools that allow residents to provide feedback and get answers to their requests in an even more timely manner
- Age-friendly accessibility to all the city has to offer by growing our intergenerational approach to our residents and visitors
- Improved mobility that reduces carbon emissions, improves public safety and makes it convenient to get around.

With over fifty initiatives currently listed in the action plan the opportunities these examples provide barely scratch the surface of what the city can accomplish by pursuing the roadmap and implementing the action. However, it must be accomplished in concert with the community if it is truly going to be an inclusive approach to city innovation.

CO-CREATION WITH THE COMMUNITY

Success in becoming a more connected community relies on authentic engagement with residents, visitors and businesses. While the goals in this roadmap were vetted with the public the practice of on-going community engagement is crucial to success. As the action plan is implemented, the city will thoughtfully consider the right approach to engage the public. Engaging with the city through participating in outreach, accessing services, and experiencing community should lead to a valuable relationship that increases on-going connection.

We are co-creating
an inclusive future
for all

A PATH TO THE FUTURE

The best way to demonstrate what the city means by the five roadmap goals is by putting them into action. To this end an action plan has been developed with the initiatives, projects, policies and tactics to achieve the goals. Designed to be agile, the action plan will have a digital presence and as projects that support the goals are completed, the digital presence will be updated providing the public with information on what the goals mean in practice.

Connected Carlsbad is more than a document, some ideas, and projects, it is an ongoing engagement to co-create a connected community for all. Built upon the wise decisions of the past and with a steady eye ahead, this approach will serve the city well as it serves the people today and tomorrow.



ACKNOWLEDGEMENTS

A special thank you to the Connected Carlsbad consulting team, led by the smart city folks at Madaffer Enterprises as well as to the following organizations that provided valuable information that was consulted in the development of this document:

- What Works Cities
- Smart Cities Council
- The Harvard Technology and Entrepreneurship Center
- The Center for Government Excellence at Johns Hopkins University
- The Ash Center at Harvard Kennedy School
- The Data Governance Institute
- The Behavioral Insights Team
- The Sunlight Foundation
- The American Civil Liberties Union
- Connected Communities Collaborative
- The National League of Cities
- Future Cities Catapult
- Dr. Nishal Mohan, Founder of mohuman
- Dr. David Ricketts, Senior Innovation Fellow at Harvard TECH



CONNECTED CARLSBAD ACTION PLAN

PURPOSE

This document complements Connected Carlsbad: An Inclusive City Innovation Roadmap by providing the current or future initiatives that support the five pillars of the strategy. The goals are:

- Pursue communitywide digital transformation
- Build capacity for data-driven decision making
- Foster a vibrant civic engagement culture
- Enhance accessibility and transparency
- Promote security and sustainability through connectivity

The Connected Carlsbad Action Plan is intended to be a dynamic document that is updated regularly as new initiatives are launched and previous initiatives are completed. It will also have a digital presence that allows the public to better understand the goals through the accomplishments that are achieved. Updates to the action plan initiatives will be informed by the annual budget process, actions of the City Council and administrative actions that complement the five goals of the roadmap.

1. PURSUE COMMUNITY-WIDE DIGITAL TRANSFORMATION

Establish a cross-departmental approach to technology leadership

Background: Making decisions on technology implementations is a challenging, complex task. What is the true cost of a project? What is the most appropriate funding source? Which projects should be completed first? How well does a proposed solution meet the objectives and standards we've established as an organization? Is the scope of this project appropriate?

The challenging nature of these decisions is exacerbated by the expanding reach of technology and the increasingly interdisciplinary nature of emerging technologies. The committee provides a collaborative forum for key staff from across the organization to validate and prioritize technology implementations. The TLC also provides a structured venue to explore how particular configurations of a technology implementation may positively or negatively affect others within the organization.

The committee is an ongoing, indefinite initiative. Meetings may be held on a monthly, bimonthly or quarterly basis depending on workload.

Status: Formation of the committee is scheduled for February 2020.

Upgrade, replace or retire software applications

Background: The city uses more than 100 software applications to manage everything from registration for recreation classes to timekeeping for hourly employees. Most software applications require regular care and maintenance, typically in response to vendor updates and upgrades designed to patch security vulnerabilities or to add features or functionality. When software updates are neglected, the application becomes less valuable over time.

The city currently has many software updates that have been deferred, with some applications approaching a point where the vendor no longer provides support or updates for the currently installed version. These critical updates are underway, but due to resource constraints, will take time to work through.

Status: Underway

Evaluate transition to an Enterprise Resources Planning system

Background: City business processes - such as finance, human resources and asset management – inherently involve the generation and management of high volumes of complex information. Over the last several decades, the city has gradually transitioned these processes from ink and paper to software applications tailored to the needs of individual departments. While these applications increased efficiency over archaic paper-based processes, there is still significant opportunity to further improve the efficiency and performance of business processes by considering applications from an citywide or enterprise perspective. This is a focus of citywide digital transformation which is taking a more strategic approach to the city's systems rather than adopting solutions for a specific need. Using an enterprise resource planning (ERP) model is consistent and complimentary to a strategic citywide approach to digital transformation.

Timing: Evaluation is currently underway as the city considers how to address its legacy systems.

Transition to single identity for users of city services

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

- Water and sewer billing
- Carlsbad @Your Service app
- Carlsbad City Library
- Recreation passes and permits
- Business licenses

Maintaining login credentials for so many different services is inconvenient for users and in some cases deters the public from using these systems altogether. Many of the frustrated users require staff assistance to sort

out their login problems, or they require staff assistance. The time spent dealing with these complexities undermines the original goal of creating efficiency.

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

Status: Ongoing

Evaluate options for a citywide asset management system

Background: Asset management is critical to ensuring the ongoing maintenance, monitoring and replacement of city assets. Software can be used to optimize maintenance to control costs and ensure smooth operations. New devices are coming on the market to assist in providing better data regarding the status of assets. With greater visibility into the assets owned by a city more data-driven decisions can be made regarding operations. The current applications used by the city to manage its assets are disparate and, in many cases, involve manual process. Evaluating solutions that could lead to improved asset management citywide is prudent if the city wants to maintain a high level of service and responsibly manage its resources.

Status: Underway

Replace obsolete and noncompliant city devices

Background: The city is bound by federal and state laws and regulations, as well as private agreements with certain service providers, to comply with a variety of rules and regulations regarding its devices. Some of the most significant of these include: Criminal Justice Information Services (CJIS) security standards, which govern access to criminal justice information shared between local, state and federal law enforcement authorities; Health Insurance Portability and Accountability Act (HIPAA) standards, which protect the privacy of health information shared with the city through emergency medical services; Payment Card Industry (PCI) data security standards, which ensure the security of credit card payment processing system. In addition to ensuring compliance with regulatory and industry standards, the city must keep up with the process of updating antiquated devices, such as desktop computers that are no longer supported or portable devices that have reached the end of their useful life.

Status: Ongoing

Transition to a unified communications platform

Background: Like many mid-size enterprise organizations, the city still uses a legacy telephone system that operates using analog communications over a separate network from the rest of the city's communications systems. Many elements, such as network switches, are at or near the end of their useful life, and

replacement parts are increasingly difficult to obtain due to market trends toward the adoption of IP telephony. Moreover, legacy telephony cannot accommodate common modes of communication, including digital voicemail and video conferencing. A unified communications platform provides the city with advanced, modern features, such as the ability to forward calls to an office phone line using a cell phone in the field. It also reduces the risk of system disruptions and outages due to faulty equipment. Unified communications are also more easily scalable, simplifying the process and reducing the costs of expanding or changing phone lines and services.

A wide selection of unified communications platforms exists from several major vendors. A significant consideration in transitioning from analog/legacy telephony to a unified communications platform is the need for bandwidth. The city's current network is not adequate to support IP telephony. This is a significant element to be considered within the citywide network master plan.

Status: Underway with expected completion in late 2020.

Assess and refine data storage and cloud strategy

Background: The city's data is currently stored and backed up in a variety of on-site and off-site locations, but primarily on-site at city facilities. As cloud computing solutions become increasingly powerful and more finely tailored to the specific needs of government systems, the city will determine whether it is more efficient and effective to store data in an off-site data center or to transition more applications to the cloud. The determination of where particular applications and data are most appropriately stored should be completed through an assessment associated with the overall digital transformation efforts being pursued by the city.

Status: Future initiative

2. BUILD CAPACITY FOR DATA DRIVEN GOVERNMENT

Establish a performance management program

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

Developing an industry-leading performance management program is a long-term initiative of process optimization that is heavily dependent on success in the earlier objectives and initiatives described within Goal 2. Early steps to re-establish and enhance existing performance measures can begin taking place immediately but due to workload will likely not begin until 2020. Development of an advanced performance management

program will likely not begin until 2022, after an ERP transition is completed and significant additional capacity for data analytics is developed.

Timing: Future initiative

Develop a data governance team

Background: More than merely a byproduct of city operations, data is a strategic asset that can be extremely valuable for generating insight, setting priorities and making decisions. Clear and consistent governance of the data is critical to ensure the city maximizes the value of the asset.

The data governance team is the group of city employees responsible for developing and implementing policies and practices related to the management of data across the organization. The data governance team defines data, establishes decision rights, determines which datasets are open, prioritizes the publication of data, resolves problems, evaluates and mitigates risks, and communicates policies and outcomes across the organization.

Carlsbad's data governance team will be led by the Chief Innovation Officer and include key representatives from IT and from each organizational unit that works directly with data. The team should start small, with a limited scope, and gradually work to expand as it builds on early successes. In the initial stages, much of the data governance team's activities will be focused on developing and adopting an open data policy. In later stages, the data governance team's activities will turn to refining data governance policies and creating accountability through the use of data audits.

Leading smart cities are experimenting with different approaches to data governance. For example, some cities include members of the public as part of their data governance teams, similar to the audit committees of some cities which have both city staff, elected officials and community members as part of the committee. Part of the scope of the data governance team is to determine the best and most effective structure for the committee.

Status: Underway. The data science and business intelligence manager approved in the FY 2019/2020 budget will be on-board by February 2020.

Evaluate adoption of an open data policy

Background: Free public access to information held by local governments has been the norm since the California Public Records Act (CPRA) was adopted in 1968. That act, however, is based on a system of reactive rather than proactive disclosure. The proliferation of high-speed Internet over the past 15 years has spurred a new transparency movement toward the proactive release of government data, especially raw data. Due to the vast amounts of data managed by local governments, however, and the serious implications of inaccurate or improper disclosures, it is critically important that cities pursuing an open data model adopt an open data policy. Open data policies typically address three broad areas:

1. What data should be open to the public
2. Uniform standards for data releases
3. Data governance and policy

Carlsbad's data governance team (Initiative 2.1.1) will have primary responsibility for developing an open data policy, conferring with data stakeholders, and bringing forward a policy for City Council approval. The data governance team will also periodically review and make recommendations for updates to the open data policy as circumstances and best practices change.

Status: The data science and business intelligence manager will evaluate the value of adopting an open data policy in 2020.

Establish practices to maintain data quality

Background: Without high-quality data, the value of data as a strategic asset can be severely limited. Before data can be relied upon for insight and intelligence, it must be clear, accurate, consistent and reliable. The data governance team will be responsible for establishing practices and processes for maintaining data quality, which may include:

- Completing periodic, targeted audits of data accuracy
- Standardizing formats for common data categories (such as dates or addresses)
- Providing clear opportunities for data users to provide feedback on data quality
- Establishing a corrective process once an issue with data quality is discovered'
- Providing disclosures for datasets known to have accuracy or quality concerns

Status: The data science and business intelligence manager will develop citywide data policy including quality in 2020.

Create and maintain a data inventory

Background: A data inventory is a detailed description of the datasets maintained by the city, including attributes such as: name, general description of contents, source, owner, publication status and frequency of updates. By building a data inventory, the city will have a more complete picture of the data it collects. The process of developing the inventory may also show that similar datasets are being maintained by different staff in different places, which provides an opportunity to improve efficiency. The process of creating and updating the data inventory encourages staff from different departments to build valuable relationships that will help advance the city's open data goals.

The city likely has hundreds, if not thousands, of datasets spread across multiple servers and databases. Not all datasets are equally valuable, and some datasets may have little to no value to the public or even internal users — it will be the responsibility of the data governance team to determine the scope of the inventory

based on assessment of the relative value of particular datasets as well as the capacity of staff to work on the inventory.

Status: The data science and business intelligence manager will work with IT on creating and maintaining a data inventory as a part of developing the city’s overall approach to data.

Provide data training for staff

Background: As the city increasingly turns to data-driven decision-making using business intelligence tools, there will be a growing need to ensure staff have the skills and comfort level necessary to fully utilize these tools. Training must address issues such as: how to use available data to make decisions, and how to assess and mitigate security risks associated with data that is made public. Trainings will take a variety of formats. One approach that many leading cities have used is the “data academy,” a series of training sessions designed to equip city staff with the skills they need to use data effectively. For example, the City and County of San Francisco’s data academy offers courses such as “Intro to Power BI,” “Intermediate Tableau,” and “Data Usability.” Courses range from two to eight hours. In addition to the educational value, the data academy also provides a venue for connection and relationship-building among the city staff working in different departments or teams, creating new opportunities for inter-departmental teamwork and innovation. Some vendors (such as Tableau) provide free online training courses that can be used in place of or as part of the data academy. Courses are also available using paid subscription services – for example, Jonathan Reichental, former CIO for the City of Palo Alto, offers courses on data governance through Lynda. It will be the responsibility of the data governance team to determine the most appropriate curriculum based on cost, time commitment and effectiveness.

Status: In 2019, the Chief Innovation Officer provided initial data training to certain staff. In various departments data training occurs. In 2020, the data science and business intelligence manager will work to develop an approach to data training for staff.

Continue to build capacity for geospatial data analysis

Background: City staff for decades have used mapping tools to analyze data, identify trends and make informed decisions. This type of analysis, however, has been limited to data contained within GIS applications. More recently, software has been developed that enables staff to pull data from non-GIS applications, integrate it with data from other non-GIS applications, and visualize it using various map layers and dashboards in a GIS portal.

An example use case of this system involves the wastewater maintenance staff who check and replace valves and other equipment all over the city. Maintenance managers could use the portal to visualize which valves have already been serviced, and how long ago, in order to prioritize maintenance routes. The city’s financial analysts can combine this information with procurement data to generate insights into what it costs to maintain the wastewater infrastructure in different zones throughout the city.

To enable these types of analyses, data from different applications must be pooled in a virtual data warehouse that can be accessed by GIS software and configured within a unified, secure portal accessible to staff across the organization. The task of building a data warehouse is complicated by a variety of factors, such as how frequently the data should be updated, how pulling data affects the performance of city business applications, data security, bandwidth and storage needs, etc. IT staff are currently working with a consultant to assess and develop recommendations for the business intelligence data architecture that would enable this type of analysis. IT staff are also working on limited-scope pilots of the GIS portal to test functionality and evaluate the needs of users.

Status: Ongoing

Create performance dashboards

Background: Performance dashboards (sometimes referred to as executive dashboards) take city data and present performance trends in a simplified graphical format that can be easily understood by the general public. Dashboards help create transparency into government operations and can improve accountability by providing public access to the city's key performance indicators.

Dashboards can show virtually any key performance indicator. City dashboards commonly display metrics such as:

- Response times for police and fire personnel
- Amounts spent to date and progress made on specific projects or initiatives
- Sales and property tax collections by month or year
- Number of active business licenses
- Average turnaround time to repair potholes
- Number of street lane miles repaved to date
- Graffiti removal rates

Depending on the performance indicator, dashboards can be updated automatically in near-real time, or at less frequent intervals. Displaying data closer to real-time puts a greater strain on the databases that supply the information; as a result, most cities update dashboard data on a daily, weekly or monthly basis. Updating dashboards manually, however, takes valuable staff time for a task that otherwise should be automated. The Chief Innovation Officer and data governance team will be responsible for determining the best approach, including what metrics to display, how often updates are made, and whether updates are made manually or automatically.

The timing is heavily dependent on the scope of the dashboard. Using public safety as an example, the first phase of a performance dashboard might display figures that are already provided in an annual report. An intermediate phase dashboard may integrate with public safety databases to show monthly or weekly response time figures. An advanced phase may allow users to break down response times by neighborhood and crime type.

Status: Future initiative. As a part of establishing data policies, inventory and governance, the visualization of that data will be a priority of the data science and business intelligence manager based upon departmental needs.

Regularly review data security and audit processes

Background: The city has several policies and procedures in place to protect the security of city systems and data. As the city continues to expand technologies, systems and data sources across the organization, it is important to comprehensively review and re-assess these policies and procedures to ensure they are effective, consistent with each other, consistent with other city policies. Beyond policies and procedures, it is also crucial that the city continually evaluate and recalibrate its security monitoring and incident management systems. There continue to be new and emerging approaches to information security in the context of municipal government which the city must be vigilant to understand.

Status: Underway

ADDITIONAL INITIATIVES

The following initiatives are under consideration or require further refinement before inclusion.

- Continue to develop human capital in the Information Technology department

3. FOSTER A VIBRANT CIVIC ENGAGEMENT CULTURE

Expand the use community engagement tools

Background: The city has traditionally relied on in-person meetings, workshops and written surveys as the primary means of gathering community feedback and ideas to guide decision-making. Face-to-face interaction will continue to be central to the city's engagement efforts, but it will also be supplemented by new tools and methods that simplify and automate the process of gathering and analyzing feedback. The city has expanded its use of digital tools and is evaluating the efficacy of those tools as well as new tools. The goal will be to use the right method and messenger that will result in the highest quality data for the city.

Status: Ongoing

Expand the capabilities of a city app

Background: The city currently has Carlsbad @ Your Service, a resident request mobile and personal computer application. Users can report issues such as potholes, traffic signal timing, graffiti and street lights, and interact with city staff assigned to resolve reported issues. Given the expanded use of mobile devices and current integration issues with the existing application, the city should consider a strategy to deploy an expanded city app that provides a greater offering beyond service requests. This could serve as the mobile hub for the regular requests for information that the city receives from the public as well as a place to resolve their complaints.

Status: Underway

Create an open data portal and public data visualization

Background: The large body of data generated and collected throughout the normal course of city operations present significant and valuable opportunities to glean insights and create value by solving problems both public and private. Yet there are limits to the city's capacity to realize the value of all the data it holds. By offering an open data portal, the city facilitates the ability of academic researchers, other public agencies, businesses, nonprofit organizations, and community members to process city data.

It is important to recognize the distinction between an open data portal and a public records portal. Public records are generally understood to be documents created in the normal course of city business, such as meeting agendas, reports, assessments. Open data refers to the assortment of raw data the city maintains, such as geographic coordinates of city assets, data generated by traffic signal controllers, and dollar amounts of payments made to vendors.

It is also important to recognize the distinction between an open data portal and a performance dashboard. While the two can be closely related, they are not necessarily the same. The data portal provides sets of raw numbers or other attributes, whereas a dashboard provides visualization and interpretation of the raw data.

Timing: Future initiative

ADDITIONAL INITIATIVES

The following initiatives are under consideration or require further refinement before inclusion.

- Formalize a citywide operational performance management system

4. ENHANCE ACCESSIBILITY AND TRANSPARENCY

Continue to expand digital education and access

Background: The Carlsbad Library offers training to the community through a variety of programs at library facilities. While interest in productivity software training has declined, interest in creativity software training has grown, as reflected in the establishment of the Dove Library's Exploration HUB, which provides free classes and training on the use of video editing, graphic design, coding, 360-degree video, circuitry and 3D printing tools.

During the digital engagement for Connected Carlsbad, library services were one of the most cited services that people accessed. The comments about the experience were very positive. Continuing to find ways to connect digitally and support educational offerings will help improve the quality of life for library patrons and city residents.

In addition to interactive training opportunities, the library is also working to digitize more of its collection, such as the collection of oral histories at Cole Library, to make it available to anyone online. The library also plans to put together video tours of the community, such as the Barrio neighborhood, or public art throughout the city.

Status: Ongoing

Improve public wi-fi access

Background: The city offers free public wi-fi at most city buildings, including recreation centers, as a service to the community. The range of wi-fi service is typically limited to the inside of buildings and may extend up to a few feet from the building exterior. Given the current broadband connect and many locations, public wi-fi may not be reliable. Additionally, access outside of city buildings but at city locations is intermittent and not consistent. The locations where it is available is also limited.

During the Connected Carlsbad outreach there was interest expressed in expanding public wi-fi to the beaches. There has also been discussion of expanding wi-fi to outdoor locations such as parks.

At a minimum the city should improve the reliability of wi-fi at the locations where it is offered. The city may also want to consider the costs and benefits of expanding public wi-fi to outdoor locations.

Status: Future initiative

Enable online permitting and tracking

Background: The city's central platform for managing the permitting process is was adopted in 2016. Since that time, city staff have been working diligently to implement and refine the system. One of the most significant features still to be implemented is the online customer self-service module. Specifically, this module is designed to offer a public-facing permit tracking feature that provides users with granular details

about the status of permit applications. The most significant hurdle is adapting business processes to conform to the software.

Providing online permitting accessibility would provide a significant convenience for residents and businesses. Additionally, the ability to view permitting activity happening throughout the city through a web or mobile portal would increase transparency and likely reduce calls for information.

Status: Future initiative

Expand and simplify digital access for customer payment

Background: Members of the public make direct payments to the city for a variety of services, including business licenses, permits, recreational program registrations and water and sewer bills. The city has made significant progress toward facilitating these types of payments using online systems and automatic withdrawals, but there is still room for improvement. Simpler and more efficient payment systems have the capacity to substantially reduce staff costs, reduce frustration among the public, increase the public's trust in government, and improve payment compliance.

During the Connected Carlsbad digital outreach the ability to pay utility bills was one of the most cited activities that respondents did online. Expanding and simplifying the accessibility of residents to pay for city services online would provide a great benefit to the public.

Status: Underway

ADDITIONAL INITIATIVES

The following initiatives are under consideration or require further refinement before inclusion.

- Evaluate the utility of way-finding technology
- Support STEAM education and talent pipeline

5. PROMOTE SAFETY & SUSTAINABILITY THROUGH CONNECTIVITY

Upgrade police dispatch system

Background: The police department is moving forward with replacing its Computer Aided Dispatch (CAD) system, which was initially implemented in 2005 and last underwent a major upgrade in 2010 – 2011. The new CAD system will provide a broader range of functionalities that have been developed in recent years to improve police response to public safety incidents. For example, the current CAD system can tell dispatchers about any call at the same address within the last 90 days. A new CAD system could provide additional information, such as all recent calls in the same area from the same phone number. The new CAD could also

include information such as interior floorplans and photos of business when voluntarily provided by the business.

Timing: Underway

Explore geographic based tools to improve fire operations and response

Background: The Fire Department’s performance target is to have an emergency response vehicle at the scene of the incident within six minutes of receiving a call, and to have the second emergency response vehicle at the scene within nine minutes of receiving a call, for 90 percent of all calls. The ability to achieve these targets depends heavily on the location of fire stations, the number and type of vehicles in those stations, and the number and type of personnel on duty. Fire officials have traditionally planned the location of fire stations and the number of fire personnel on duty at a given station using industry standard formulas that consider factors such as the number of structures, type of structures, and square footage of structures within a general area of the stations.

There is emerging GIS technology that can more precisely weigh the factors influencing demand for emergency resources. These factors may include irregular street designs, changing concentrations of occupants based on changing uses of structures, and trends in calls for service.

Status: Underway

Ensure adoption of relevant new technologies are mirrored into EOC

Background: The city’s Emergency Operations Center (EOC) provides a central location for police, firefighters, medics and other city officials to meet and coordinate during large-scale emergencies such as wildfires, earthquakes, chemical spills and acts of terrorism. The EOC provides officials with real-time information, such as fire perimeters, as well as other information essential to emergency response decisions, such as the location of gas pipelines, schools, parks, etc. The EOC’s value to city officials depends on the amount and quality of the information available during emergencies. As city departments implement new technologies — such as unmanned aerial systems (drones) and GIS mapping tools — city staff must evaluate how these technologies will be reflected in the EOC.

Status: Ongoing

Expand the use of traffic analytics tools

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

The advanced traffic control systems that currently exist a prime opportunity area for traffic analytics with their ability to generate detailed automated reports about traffic patterns.

Traffic analytics can also be used to help the city measure its progress toward Climate Action Plan goals. New sensor technology enables city engineers to track the number of pedestrians and bicyclists using specific, providing insights toward where pedestrian and bicycle improvements are most needed.

There are also increasing opportunities for cities to collect data from the private sector for public use. Individuals' smartphone location data, gathered by a variety of apps, is stripped of personally identifiable information and is sold to data brokers, who then analyze it and repackage it for other customers, including cities. The city's economic development staff has already begun using this type of data to glean insights about commute patterns between the city's rail stations and business parks. Similarly, at least one GPS navigation app has created a program to freely exchange certain traffic data, enabling cities to make data-driven infrastructure decisions and to more easily share information about road closures and detours with drivers.

Status: Underway

Build out the advanced traffic signal controller network

Background: Over the past decade, the City of Carlsbad has invested significant resources to upgrade its traffic signal infrastructure from a 20th-century model based on rote timers and in-ground sensors to a 21st-century that uses video-based detection connected by a fiber-optic network to a state-of-the-art traffic management center. The next phase in this transformation is the upgrade of the city's traffic signal controllers.

Upgrading the traffic signal controllers provides a broad range of advanced functionality, much of which was not available with previous systems, including the ability to:

- Automatically adapt signal sequences based on real-time traffic conditions
- Integrate and communicate with connected and autonomous vehicles
- Make signals green for transit vehicles and emergency vehicles based on GPS location data

In 2018, the City Council approved a master purchase agreement with a vendor to upgrade the traffic signal controllers at 180 intersections within the city.

Status: Underway

ADDITIONAL INITIATIVES

The following initiatives are under consideration or require further refinement before inclusion:

- Expand energy efficiency and management efforts



CITY COUNCIL
Staff Report

Meeting Date: Jan. 21, 2020
To: Mayor and City Council
From: Scott Chadwick, City Manager
Staff Contact: Maria Callander, Director of Information Technology
maria.callander@carlsbadca.gov or 760-602-2454
Doug Kappel, Information Technology Manager
doug.kappel@carlsbadca.gov or 760-602-2791
Subject: A strategic approach to citywide digital transformation

Recommended Action

Receive an informational report on a strategic approach to citywide digital transformation.

Executive Summary

The City of Carlsbad has adopted many digital solutions to shift manual or analog processes to digital applications. Digital solutions can improve efficiency, support robust internal controls, reduce errors and enhance customer service. The city's traditionally selected and adopted these solutions based upon the individual business need of individual departments, not the city. As the world progresses, becoming more online, mobile and interconnected, the need for cities to be strategic about implementing digital tools and services is more important than ever. This report presents a strategic approach to digital transformation that will provide more effective services to our residents, visitors, businesses and employees.

Discussion

Background

Over the past two decades, the City of Carlsbad has implemented many software solutions for its internal and external operations. For example, the city's financial system, payroll, and human resources functions are all managed using various software applications. The city has an application that replaced the previous land use permitting process, and the Parks & Recreation Department uses software that allows the public to register and pay for classes and events. Every department in the city has adopted some type of digital solution to handle what had been a manual process. As a result, city staff must currently maintain about 100 software applications for city operations.

As cities have adopted digital solutions and the public has become more reliant on digital technology, there's no question that the future of all cities is in providing an effective platform for engaging with city services. Approaching the subject of digital services incrementally rather than strategically leads to inefficiency, redundant systems, problems with integrating

technologies and potential waste. City staff have developed a more strategic approach to digital transformation rooted in best industry practices and the city's current and future needs.

This strategic approach considers the city's digital operations and services from a citywide perspective, or what is commonly known in information technology as enterprise wide, using enterprise resource planning. In enterprise resource planning, an organization develops a suite of integrated software applications to manage its operations. An enterprise resource plan can automate many back-office functions related to technology, human resources and other areas of city business. It also allows data to be shared by applications, making information about city services easier to track and analyze.

The city has adopted individual software applications that could be pieces of an overall enterprise resource plan, but it has not defined a unifying approach to integrate all these solutions for greater effectiveness and efficiency.

For example, the city uses distinct software solutions to manage its financial operations, personnel and payroll. The selection, installation and updating of these applications has been an incremental, disjointed and siloed process, and some of the city's existing software has not been upgraded in a very long time.

The public is inconvenienced by this piecemeal approach to software deployment. For example, Carlsbad residents must have separate accounts, each with their own user names and passwords, to:

- Check out books or access online reference material from the library
- Pay their utility bills
- Sign up for recreation classes or programs
- Apply for a permit or business license
- Submit a public records request
- Submit a request for city services
- Apply to be a city volunteer

Meanwhile, city staff are also dependent on outdated, manual processes, and must enter data by hand into a wide range of applications that do not share data with one another.

By adopting a more strategic approach to our digital systems, the city has the opportunity to operate more efficiently, reduce the likelihood of loss of service and better provide for the current and future needs of our residents, visitors, businesses and employees.

In fiscal year 2014-15 the city allocated \$500,000 to assess the opportunities for an enterprise resource planning approach to the city's operations. A contract with Plante Moran, a consulting company that advises governments on digital transformations, was approved by the City Council on February 10, 2015, and the consultant provided an Enterprise Resource Planning Needs Assessment report to the city on May 9, 2016.

Plante Moran reviewed the city's existing businesses processes, offered high-level future process recommendations, provided key performance indicators from comparable cities and estimated the return on investment the city would realize by shifting to an enterprise approach.

The consultant found the City of Carlsbad had:

- Decentralized business operations
- Limited access to its data and information
- An over-reliance on manual processes
- Incomplete system implementations
- Limited documentation and training on digital tools and processes
- Inconsistent enforcement of policies and procedures

While there have been improvements in many of these areas, the city still faces significant challenges in its enterprise resource planning.

One of the report's key recommendations was to replace redundant and isolated digital applications with an integrated, citywide enterprise resource planning solution that streamlines businesses processes and provides more timely access to data and information.

Strategy based solution

New strategy

Based upon a review of our existing systems and the analysis by the outside consultant, the Department of Information Technology has developed a strategic approach to digital transformation that takes an enterprise, or citywide, approach to the digital applications the city uses or intends to adopt.

Attached to this item is the Application Portfolio Strategic Plan, which provides a plan for executing this approach. This plan includes these important goals:

- Modernize and strengthen the city's portfolio of digital applications
- Provide integrated, more efficient, city services to residents, visitors and businesses
- Build the capability for data-driven government
- Foster a culture of vibrant civic engagement
- Enhance accessibility and transparency

Achieving these goals requires a unified suite of digital applications that are interconnected, that share data, that increase staff efficiency and make doing business with the city simpler and more convenient for residents, businesses and visitors.

A good example of how digital solutions can effectively replace manual processes is the city's Public Record Act request and council inquiry portal. Using a software application from a company called GovQA, the city is able to provide a simple online portal for people to request a public record. This portal significantly reduced the amount of time it takes members of the public to access records and staff to answer questions. Instead of adopting another application to handle city council inquiries from the public, the city expanded its use of GovQA in 2019 to

also handle that workload. To date, 62 requests have been routed and resolved using this platform.

To provide the City Council with the best options for pursuing digital transformation, city staff released a Request for Digital Transformation Ideas and Partners. This document asked digital solution providers to detail why they would be qualified to help the city achieve its enterprise resource planning goals. This was done using challenge-based procurement, a method that asks potential vendors to propose their solutions to a given challenge, rather than being given a specific set of requirements to fulfill.

Staff will review the qualifications of the potential partners who respond, then select the partner or partners who could best help them assess the city's challenges and opportunities and craft the most effective solutions. This innovative partnership will enable city staff to make more informed recommendations to the City Council on the best approach to upgrading the city's digital applications and systems.

Fiscal Analysis

This is an informational item with no fiscal impact.

Next Steps

Staff will evaluate the qualifications of potential partners and select the company or companies that can best help the city achieve its enterprise resource planning goals.

Staff will then make recommendations to the City Council consistent with this more strategic approach to our existing and future systems and software needs during the budgeting process for fiscal year 2020-21.

Environmental Evaluation (CEQA)

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

Public Notification

This item was noticed in accordance with the Ralph M. Brown Act and was available for public viewing and review at least 72 hours prior to the scheduled meeting date.

Exhibits

1. City of Carlsbad Application Portfolio Strategic Plan



APPLICATION PORTFOLIO STRATEGIC PLAN

PURPOSE

This document establishes a high-level strategic plan that provides an enterprise focused framework that will enable the City of Carlsbad to fundamentally transform its portfolio of digital applications. This transformation will enable the city to:

- Modernize and strengthen its technology application infrastructure
- Provide more efficient, integrated city services to residents, visitors and businesses
- Build the capability for data-driven government
- Foster a culture of vibrant civic engagement
- Enhance accessibility and transparency

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

GUIDING PRINCIPLES

In consideration of the strategic importance of the city's critical core applications, the following guiding principles have been identified.

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

- ❖ **Reliable** - The application must operate with minimal disruption. This includes being implemented in a manner that provides redundancy and disaster recovery
- ❖ **Secure** - In today's high cyber threat environment the application must adhere to industry security best practices and provide as few entry points to potential intruders as possible
- ❖ **Scalable** - The application must be able to grow to meet future demands of the city as well as adjust to new technology and business processes.
- ❖ **Integrated** - The application must follow industry standards and best practices to ensure that it will seamlessly integrate into the application portfolio.
- ❖ **Data Capability and Management** - The application must provide the ability for data analytics and business intelligence as well as data openness and transparency. The application must also adhere to the city's data governance policies.
- ❖ **Value** - The application must provide an identifiable benefit to the city and its residents commensurate with the cost to implement and maintain it.

OUR CURRENT STATE

The city's application portfolio currently consists of over one hundred individual applications. Many of these applications provide redundant functionality, are based on legacy and outdated technology and cannot be integrated with other city applications. As a result, many manual and time-consuming processes have been implemented to move data between applications, a great deal of effort must be expended to keep keeping applications running and stable and the city's data environment is significantly fragmented and siloed.

This chart shows the various applications used by city departments.

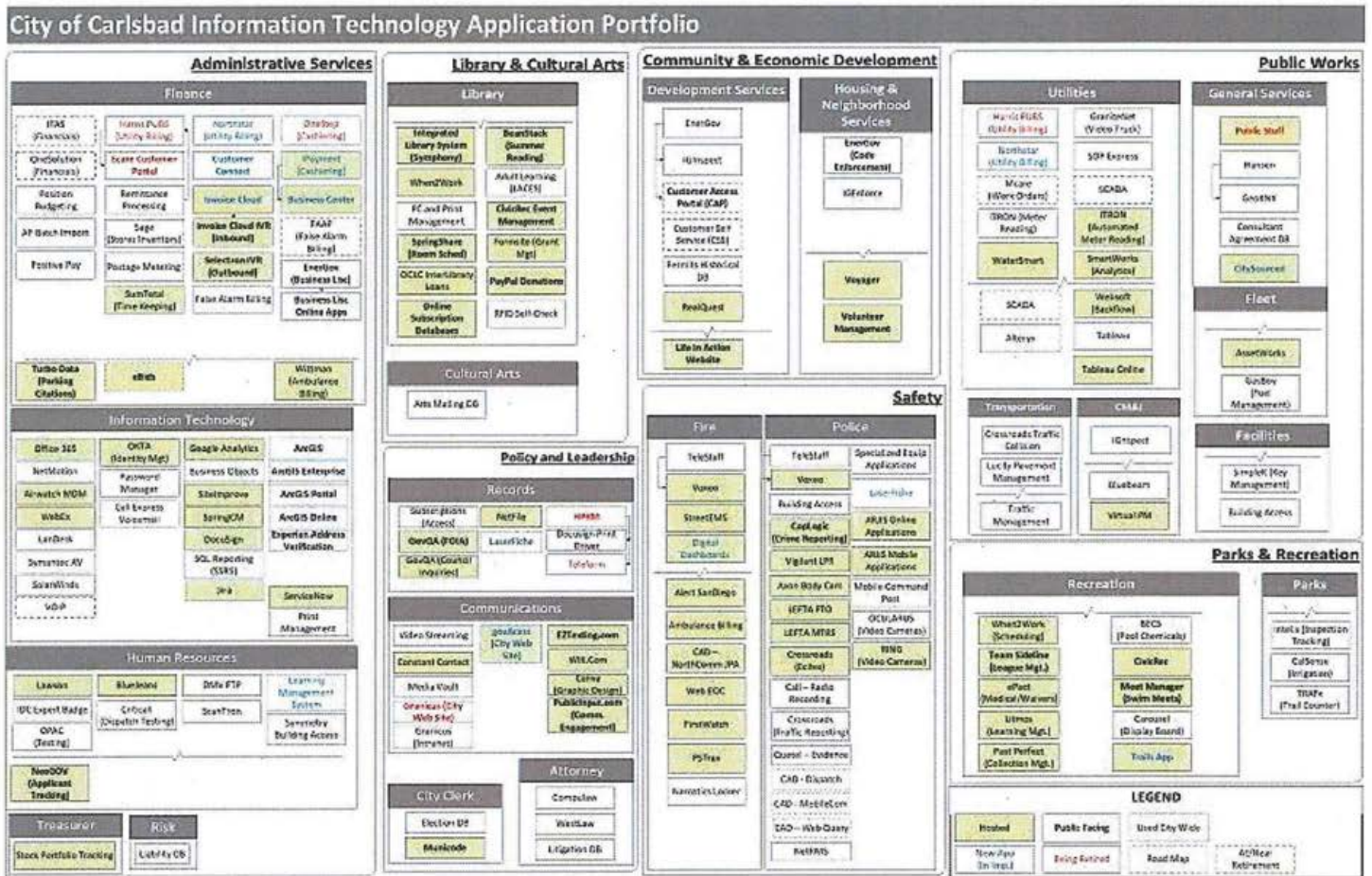


Figure 1 - Existing application portfolio

Additionally, many of these applications have public-facing interfaces, each one requiring a separate account, user name and password. For example, as a resident of Carlsbad, you need separate accounts to:

- Check out books and access online reference material with the library
- Pay your utility bill
- Sign up for a recreation class or program

Application Portfolio Strategic Plan

- Apply for a permit or business license
- Submit a public records request
- Submit a service request (i.e. report a pot hole)
- Apply to be a city volunteer

Historically, applications have been implemented in isolation, not by using a citywide or enterprise approach. A department identified a technology solution to what had been a manual or analog process, then worked through the budget process to acquire funding to implement that new system. While some analysis was conducted to ensure the system fit into the city's overall technology standards, minimal consideration was given to using the city's existing technology to meet the challenge. In some instances, departments acquired applications without any coordination with the Information Technology department. As a result of these practices:

- The city has redundant applications performing similar functions, such as multiple work order systems
- Data is siloed in department-specific applications, preventing staff from being able to analyze data across the entire organization
- The city's application portfolio difficult to maintain and keep current

The acquisition of new applications has followed the traditional request for proposal process. This involves developing a detailed list of requirements, releasing a request for proposal, evaluating responses, conducting vendor demonstrations, selecting a solution and negotiating contracts. This process is time-intensive, takes several months to complete and has frequently led to the implementation of solutions that did not fully deliver on expectations.

Outside consultants have completed multiple assessments of city technology, in 2012, 2013, 2016 and 2017. These assessments consistently identified the following problems with the current application portfolio.:

- Decentralized business operations
- Limited access to data and information
- Duplicate systems and a lack of system integration
- Reliance on manual processes
- Incomplete system implementations
- Limited training
- Limited documentation
- Inconsistent enforcement of policies and procedures

City staff encounter the downstream impact of these challenges on daily basis. Some examples:

- Time tracking/scheduling
 - Employees in various divisions of Public Works are required to complete redundant timekeeping processes. To report exceptions to their normal shift schedule such as vacation or sick leave, they must log in to the city's centralized time and attendance system. For tracking work completed daily, they must log in and enter the data in the Public Works work order management system.

- Part time staff in the Library or Parks & Recreation departments must access a separate scheduling application to view their weekly schedules but then must clock in or out using the city's centralized time and attendance system.
- Schedules and time tracking for the fire and police departments are maintained in a safety scheduling system even though leave accruals and payroll processing must be tracked in the city's centralized time and attendance system.
- Manual processes
 - Staff attending training or conferences that require travel, are required to fill out a travel log in an Excel spreadsheet. This spreadsheet must then be printed and physically routed with hard copy receipts for approval. Once approved, city staff must manually enter data into the city's financial system so payment can be processed. The process means it can take multiple weeks for an employee to be reimbursed for out of pockets expenses for city related travel.

These challenges do not just impact internal city staff. External customers doing business with city are also affected by the city's outdated applications and business processes. For example, a contractor needing to complete work within the city must:

- Apply for a business license
To accomplish this, an application is completed online using a city-developed web application. Once that application is completed and validated, city staff manually enter the data into the city's business license application. Once entered into the system an invoice is generated and made available to be paid online, which requires establishment of an account, or in person at the city cashier. This process typically takes several weeks.
- Apply for a permit
Applying for a permit typically requires an appointment that must be scheduled over the phone. During the appointment, one or more physical forms are completed. Once the forms are completed and validated, city staff manually enter the data into the city's permitting system. Any fees associated with processing the permit must be paid in person at the city cashier. Additionally, three-to-four sets of physical plans and drawings must also be submitted. These plans are then manually routed through multiple departments and divisions for review. During the review process, applicants have no visibility into where in the process their application is. Any status inquiries must be done via e-mail or a phone call.
- Request inspections
Once a project is approved and a permit is issued, several city inspections must be completed at various phases of construction. When ready for an inspection, the applicant must call, e-mail or submit an on-line request form prior to 3 p.m. the day before the desired inspection date. City staff then retrieve these inspection requests and manually enter them into the city's permitting system.

In 2013, the city embarked on its first true enterprise approach with the implementation of a new Integrated Community Development System. This system combined four separate core business functions, permitting, business license management, code enforcement and land management, into one centralized application. While this project was successful in consolidating applications, the system was configured to match existing business processes instead of reassessing and modifying existing business processes to best match the functionality of the new system. This approach fell short and, in some cases, increased complexity and decreased productivity. In other instances, departments or

divisions felt the system was inadequate in addressing their business processes. This led to limited engagement on the part of these work groups during the planning and configuration process and, after the implementation, a tendency to continue with legacy and manual processes.

In December 2019, the City Council approved the implementation of an upgraded digital information network. This upgraded city-managed digital information network will improve connection reliability at greater network speeds, give the city flexibility to adapt to greater technology demands and reduce the city's network operational costs by \$2 million over the next five years. One of the fundamental components needed to ensure the city fully realizes the benefits of this new and improved network is a modern application portfolio.

GOALS

The City of Carlsbad aims to be a digital city leader by being more resilient, responsive and future ready. This requires that the city has an application portfolio that leverages current technology, follows industry best practices and is implemented within an enterprise strategic framework. To accomplish this, the following goals have been identified:

1. Centralize and consolidate core business functionality
2. Break down silos
3. Improve business processes
4. Enhance the user experience for city staff, residents, visitors and businesses with an emphasis on mobility, accessibility and transparency
5. Establish and adhere to governance
6. Take advantage of challenge-based procurement practices
7. Focus on change management

CENTRALIZE AND CONSOLIDATE CORE BUSINESS FUNCTIONALITY

The city's current application portfolio does not meet the city's operational requirements, does not meet user needs, does not follow industry best practices, lacks integration and is inhibiting the city's ability to make data driven decisions and provide accessibility and transparency.

A centralized solution that consolidates the city's core business functions will enable streamlined business processes and provide more timely access to data and information. Implementing a new centralized solution will provide the city with the following benefits:

- Leveraging technology to realize true business process improvement including:
 - One common integrated database
 - Workflow automation within and between modules
 - Built in best-practices
- Providing more robust management reporting.
 - Having data from multiple business functions in one centralized application enables wholistic reporting
- Reducing software fragmentation

Application Portfolio Strategic Plan

- With one centralized solution, only need to complete periodic upgrades once versus multiple times for each individual/siloed application

At a minimum, the following core business functionality will be evaluated for inclusion into a centralized solution:

Finance:

- General ledger and bank reconciliation
- Budgeting
- Grant and project accounting
- Purchasing
- Bid and contract management
- Account payable and receivable
- Centralized cashiering
- Financial reporting

Human Resources:

- Application tracking
- Onboarding and offboarding
- Risk management
- Benefits management
- Employee self-service
- Time and attendance
- Payroll

Utility billing

- Customer and account management
- Billing
- Service and work orders
- Meter reading and management
- Customer self service

Land management

- Planning
- Permitting
 - Building
 - Engineering
 - Special events
- Inspections
- Code enforcement

Application Portfolio Strategic Plan

- Business license
- Address and parcel management
- Customer self service
- Bond management

Work orders and asset management

- Administration
- Transportation
- Environmental management
- Parks
- General services

Police

- Computer Aided Dispatch (CAD)

Existing applications that could potentially be included in a centralized/consolidated solution are highlighted in figure 2 below.

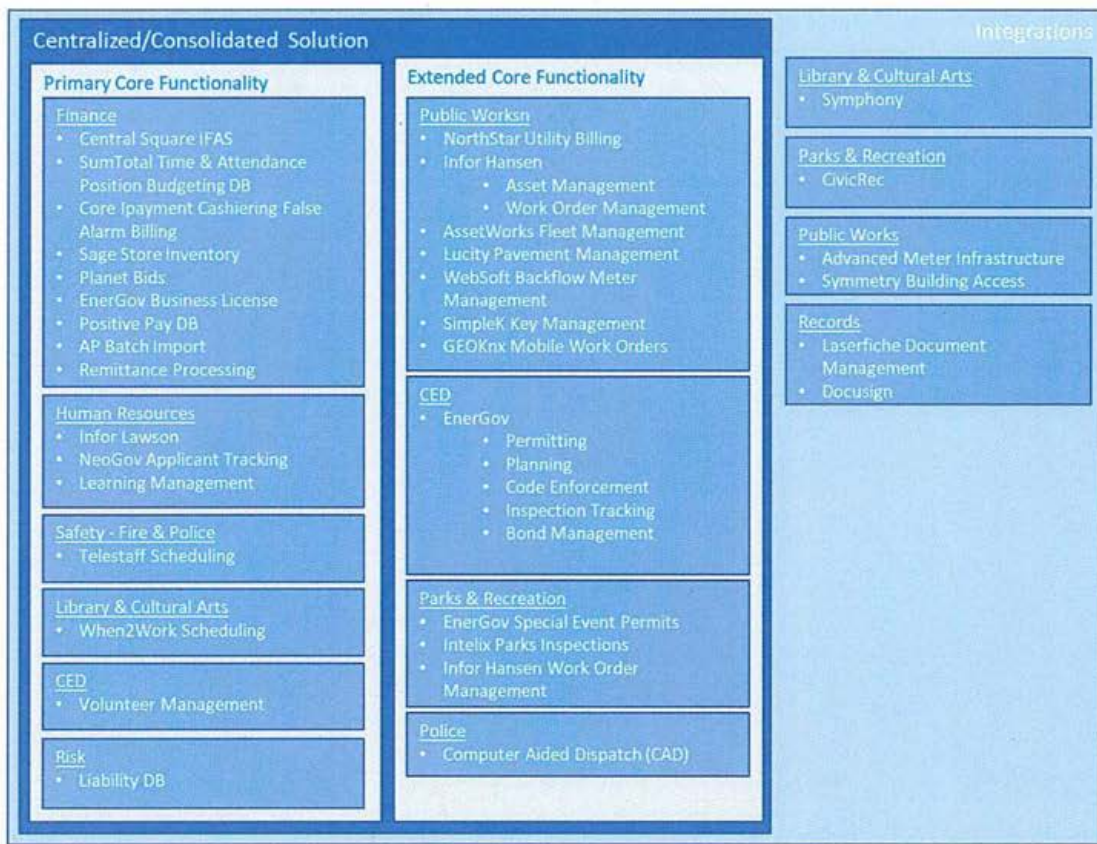


Figure 2 – Applications to be considered for incorporation into a centralized solution

BREAK DOWN SILOS

There is significant opportunity to leverage the power of data analytics to tell the story of the work the city does and to identify opportunities to increase effectiveness through data driven decision making. However, the city's ability to realize this potential is dependent upon breaking down the data silos that currently exist.

As applications are reviewed for implementation or upgrade, they will be measured against the following criteria:

- Is the desired/required functionality of the proposed application already available within an existing enterprise application?
- Can the application be seamlessly integrated into the application portfolio so that is a fully functional component of the of the portfolio and not a stand-alone silo?
- Is the data collected by the application stored in a relational database management system that allows for extraction and migration into a citywide business intelligence environment?

IMPROVE BUSINESS PROCESSES

In the past, it has been common practice for the city to implement new applications by configuring them to match existing business processes. This has frequently resulted in applications that have been configured with work-arounds, the development of shadow systems or processes and implementations that do not take full advantage of all the functionality available within the applications. The city has also missed opportunities to streamline processes and improve efficiency.

Future application upgrades and implementations will be completed with an emphasis on how the city can perform its tasks more effectively. This includes:

- Validating and documenting existing processes
- Identifying how these processes can be streamlined
 - Eliminating manual and or redundant processes
 - Removing unnecessary or self-imposed barriers
 - Where possible, modifying city policies or ordinances that are outdated or over-complicate processes
- Aligning processes with application functionality

The intent of this goal is not only to transform the city's application portfolio, but to transform the way the city conducts business.

ENHANCE THE USER EXPERIENCE

As the city works to transform its application portfolio, the user experience for both internal and external users will be a cornerstone of any new implementation or upgrade. An emphasis will be placed on mobility, accessibility and transparency.

MOBILITY

The landscape of city work is changing. Being tethered to a desk is no longer a constraint to how work is completed. Staff who work in the field are becoming increasingly dependent on using technology and for remote access to city data to efficiently to complete their work. To facilitate the evolution of a mobile work force, future city implementations must:

- Where applicable, provide secure but easy-to-use mobile field functionality
 - Must be available without requiring proprietary hardware
 - Should be device agnostic
- Work with the city's existing remote access solution
- Be compatible with the standard configuration of the city's current laptop offerings

Having an application portfolio that is responsive to the mobile demands of how the city conducts its business will also open the opportunity for the city to explore flexible work alternatives.

The focus on mobility also extends to the city's residents and customers. According to the Pew Research Center, almost 50 percent of American adults own a tablet computer and over 80 percent of Americans own a smart phone. To provide a high level of customer self-service and to foster an environment of civic engagement, city public facing applications need to be mobile friendly.

ACCESSIBILITY

New applications with an internal staff interface should:

- Be web browser based and browser agnostic
- Not rely on browser plug-ins such as Adobe flash or Silverlight
- Be security assertion markup language (SAML) compatible for single sign on (SSO)

Additionally, for applications with resident and customer facing functionality:

- Should be browser-based and browser agnostic
- Consider those with special accessibility needs
- Be intuitive, easy to understand and use

Another significant area of focus for public accessibility will be unifying account identities. A resident should only need to have one set of credentials to conduct business with the city.

TRANSPARENCY

The city is striving to further an environment of openness and transparency by establishing an open data portal, creating public facing dashboards and expanding the use of digital tools to enhance public access to information. The business processes used by the city and the applications that support them need to enable and not hinder these efforts.

ESTABLISH AND ADHERE TO GOVERNANCE

Transforming the city's application portfolio will be an ongoing and continuous process. To ensure that this transformation is completed in accordance with the city's strategic vision and that technology is implemented in a consistent and supportable manner, certain governing bodies and policies need to be established.

STRATEGIC GOVERNANCE

To ensure that the investment of city budget and staff resources on application implementations is consistent with the city's strategic vision, a formal executive governance committee will be established. This committee will be charged with evaluating proposed applications to:

- Validate that the application aligns with city and IT strategic plans, architecture and technology standards, including legislative and regulatory mandates and administrative goals such as improving customer service and business processes
- Coordinate IT investments across the enterprise to avoid duplication, maximizing the return on investment and increasing efficiency
- Ensure that the business case has been articulated and that there are valid operational benefits to the application
- Validate that the cost and benefit estimates are reasonable and accurate
- Ensure that the application project sponsors have considered potential project risks and have identified appropriate means to manage those risks
- Verify that standard project management practices are employed
- Determine if a project could be used as a pilot or proof of concept for future projects

APPLICATION GOVERNANCE

As enterprise solutions are implemented, the boundaries of department ownership become less defined. Also, since enterprise solutions by their very nature are used by multiple departments and divisions, any change to configuration or functionality has the potential for negative downstream impact. To ensure the integrity and stability of the city's enterprise applications, each application will have its own governance consisting of a governance committee and a change control committee.

Application governance committee

At the conclusion of an application implementation project, the steering committee for that project will transition into the application's governance committee. The role of the governance committee will be to:

- Support the adoption of new functionality within the application
- As needed, provide direction and guidance
- Approve significant application changes such as major upgrades
- Identify and commit necessary resources

The governance committee will consist of department directors or division managers that represent the key stakeholders of the application.

Application change control committee

The application change control committee will be comprised of the technical and subject matter experts from each of the primary departments utilizing the application. This committee will evaluate changes requested by a division/department for technical feasibility and potential impact. Before implementing a change, the members of the change control committee need to agree on the proposed change. If the members of the change control committee are unable to reach a consensus, the matter will be referred to the application’s governance committee.

These committees also provide an opportunity for collaboration, coordination and cross functional training between the departments and divisions using the application.

The city’s strategic vision of implementing a centralized and consolidated solution will reduce the number enterprise applications in the city’s application portfolio, which will subsequently limit the number of governance and change control committees.

DATA GOVERNANCE

Data is a city asset. As such, it should be maintained with the same care and attention as any of the city’s physical infrastructure. Ensuring the city’s data is consistent and trustworthy is a fundamental requirement for building capacity for data driven government and for enhancing accessibility and transparency. As stewards of the public’s data, it is incumbent upon every team member to learn, understand and put into practice the city’s data governance policies. The city recently hired a new data scientist who will be conducting a data inventory, creating a city-wide data governance and management policy and establishing an open data policy. Any future application implementations or upgrades will be required to comply with these polices and guidelines.

LEVERAGE CHALLENGE-BASED PROCUREMENT

The traditional request for request for proposal process involves:

- Developing an extensive list of requirements
- Drafting a comprehensive request for proposal
- Evaluating responses
- Rating vendor demonstrations
- Completing vendor selection
- Negotiating a contract negotiation

This process is extremely time and labor intensive and significantly prolongs the implementation on new technology solutions. This process is also costly to software solution providers and vendors are being more selective in the RFP’s they respond to.

Where feasible, the city will use a challenge-based procurement process. This process focuses on desired outcomes to address particular challenges, instead of identifying a particular solution. This process provides:

- Greater diversity and quality of solutions and bidders
- Faster process from challenge issuance to implementation
- Pilot allows city to test drive solution prior to purchase
- Increases opportunity for collaboration between city and solution providers



figure 3 – Challenge based procurement process

FOCUS ON CHANGE MANAGEMENT

Transforming the city’s application portfolio will bring a great deal of change to the organization. Not only in the tools and software that staff uses, but also to the processes that staff follow to complete their day to day work. To prepare the organization for change and to ensure that application implementations are completed successfully and with a high rate of adoption, significant effort needs to be dedicated towards change management.

Change management within the city will be based on the following high-level process:

1. Identify the scope, breadth and magnitude of the change, the audience that will be impacted by the change and potential barriers to change adoption.
2. Prepare a comprehensive plan that addresses the identified user audiences as well as strategies to eliminate or mitigate barriers.
3. Design communications, training, training materials, user guides, how to videos, frequently asked questions (FAQ’s) and other materials that prepare and educate the impacted audiences.
4. Execute the plan as it has been agreed to by the project sponsor and project steering committee. The plan is executed in conjunction with implementation of the project.
5. Sustain the plan and the change management process through every stage of the project.
6. Monitor the effectiveness of the of change as well as the level of change adoption.



Figure 4 – Change Management Process

Change management must incorporate not only city staff, but where applicable, external users (city residents and customers).

Each major application upgrade or implementation project will incorporate change management principals. Budgets for these projects should also include funding for change management consulting services. Additionally, to ensure that city staff have the time necessary to successfully complete the training, testing and project management assignments associated with large application implementations or upgrades, project sponsors should evaluate the potential need for setting aside budget for staff back-fill.



Administrative Order No. 89

Date: Jan. 26, 2021

To: All City Departments
From: Scott Chadwick, City Manager
Subject: **Strategic Digital Transformation Investment Program – Project Initiation, Prioritization, Budgeting and Adoption Procedure**

PURPOSE:

The purpose of this Administrative Order is to establish processes and procedures through which digital transformation and technology projects are initiated, prioritized, budgeted and adopted in the City of Carlsbad (city) Strategic Digital Transformation Investment Program (SDTIP). In addition, this Administrative Order will also establish a governance structure that will promote and support the effective use of Information Technology (IT) across all departments and divisions of the city.

The governance structure is comprised of the Digital Transformation Executive Team and the Digital Transformation Development Team that will provide oversight of IT and digital transformation investments by monitoring, evaluating and approving actions related to risk, investment and prioritization of technology projects and services.

The governance structure enables the city to deliver business value by aligning initiatives and operations to the current and future strategic goals of the city, and also ensures that business units are effectively supported and have the technology they need to enable their goals.

POLICY:

1. All proposed digital transformation and technology projects shall be consistent with:
 - a. Public health and safety
 - b. City mission, vision and organizational values
 - c. Community values and City Council goals
 - d. City's governing and policy documents
 - e. Cash flow projections and funds available in various funding sources
 - f. IT standards frameworks and strategic plans
 - g. Environmental review processes, per the California Environmental Quality Act
2. Development of the SDTIP is a team effort involving all operational departments, the City Manager's Office and the City Council.

3. All proposed digital transformation and technology projects will be evaluated and prioritized subject to this Administrative Order and technology projects will not proceed without prior approval. Regular IT maintenance and support efforts are part of normal operations and do not need to be evaluated and/or prioritized.
4. Projects will be categorized within the following thresholds:
 - Small procurement of technology services
 - a. If a project cost is below the small procurement limit as outlined in section 3.28.060 of the municipal code; and
 - b. Scope is limited to a single department.
 - c. The Information Technology Director shall review and recommend approval or denial of the request.
 - Tier I
 - a. If a project cost exceeds the small procurement limit specified in the municipal code but is less than \$100,000 per fiscal year; and
 - b. Scope is limited to a single department; and
 - c. Is evaluated to have no impact on enterprise project schedules; and
 - d. Is evaluated to have a low risk profile.
 - e. May be reviewed by the Information Technology Director and recommended/not recommended by the Deputy City Manager of Administrative Services for approval by the City Manager.
 - Tier II
 - a. Estimated project cost is greater than \$100,000; or
 - b. Scope is evaluated to impact multiple departments; or
 - c. Is evaluated to have a high-risk profile.
 - d. Must be reviewed by the Digital Transformation Development Team and approved by the Digital Transformation Executive Team for inclusion in the annual fiscal year budget as part of the SDTIP.

ROLES AND RESPONSIBILITIES:

1. The Administrative Services Branch is responsible for implementation of this Administrative Order.
2. All city departments use technology extensively, are responsible for recognizing the need for digital transformation and technology projects and providing these needs to the attention to the SDTIP Development Team. When a department recognizes the need for a technology solution, they should work with IT Department staff to explore potential approaches to meet the need. It is the department's responsibility to work with IT Department staff to identify project needs and define requirements in order to propose and sponsor a project for inclusion in the SDTIP.
3. The IT Department will work with sponsoring departments to develop project requests that will include project charters, scopes of work and cost estimates. Templates for project requests and required documentation can be found on the SDTIP Microsoft Teams website.
4. Project requests shall be submitted to the Information Technology Director and may be submitted at any time. The Information Technology Director will conduct an initial review and ensure all appropriate information has been provided prior to scheduling the request for review by the SDTIP Development Team or the Deputy City Manager for Administrative Services.

5. The SDTIP Development Team will review proposed SDTIP projects from a citywide perspective and advise the SDTIP Executive Team on recommended priorities. Members of the SDTIP Development Team include:
 - Information Technology Director (Chair)
 - Chief Innovation Officer
 - IT Operations Manager
 - IT Enterprise Applications Manager
 - Assistant Finance Director
 - Business Intelligence and Data Science Manager
 - Representatives from departments sponsoring the projects
 - Others as designated by the Chair
6. Projects that are requested outside of the annual budget process will be evaluated and prioritized by the SDTIP Development Team and forwarded to the SDTIP Executive Team for consideration. The SDTIP Executive Team will determine whether a project will be submitted for City Council approval outside of the budget process or will wait to be considered in the annual SDTIP.
7. The SDTIP Executive Team will evaluate and approve projects that are recommended by the SDTIP Development Team to move forward as part of the annual SDTIP. Members of the SDTIP Executive Team include:
 - Information Technology Director – serves as SDTIP Facilitator
 - City Manager or Assistant City Manager
 - City Attorney
 - Deputy City Manager, Community Services
 - Deputy City Manager, Public Works
 - Deputy City Manager, Administrative Services
 - Police Chief
 - Fire Chief
8. The SDTIP Budget Support Team will provide support in developing the SDTIP Budget, including providing revenue estimates for all SDTIP funding sources and preparing the SDTIP Budget schedules, technical appendices and summaries. Members of the SDTIP Budget Support Team include:
 - Finance Director
 - Finance Assistant Director
 - Finance Senior Accountant
 - Finance Senior Management Analyst
 - IT Senior Management Analyst
 - Others as designated by the Deputy City Manager for Administrative Services

PROJECT EVALUATION AND PRIORITIZATION:

Sponsoring departments will determine project scores using the project prioritization and scoring methodology defined by the IT Department. In general, projects will be evaluated and prioritized based on the following criteria:

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

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

Specific guidelines and project scoring methodology are defined by the IT Department and will be available on the SDTIP Microsoft Teams website.

PROJECT FUNDING:

1. After project prioritization, timing of projects will be compared to the projected cash flow and forecast of funds available. Where there is insufficient available funding (regardless of funding source), lower priority projects will be deferred to later years. High-priority projects will be funded as soon as possible based on funding availability.

PROJECT SUBMITTAL:

1. Each sponsoring department will work with the IT Department to fully document the project request.
2. Each request will be categorized according to the criteria defined in this Administrative Order.
3. Project requests will include all necessary documentation as specified on the SDTIP Microsoft Teams website.

TIMELINE:

For the development of the annual SDTIP, a call for new SDTIP projects to the sponsoring departments will occur annually in December, which will be initially discussed during the January SDTIP Development Team Meeting and further discussed during the April SDTIP Executive Team Meeting.

In addition to the timeline specified below, the SDTIP Development Team will evaluate projects on an on-going basis. The SDTIP Development Team will meet quarterly to discuss and further define project requests as well as review ongoing projects for any additional funding requirements.

December – January

Sponsoring departments will prepare project request information. Sponsoring departments will work closely with the IT Department to properly document project requests, including project scores, for new projects.

February – March

The SDTIP Development Team will meet to review proposed projects, including funding requests and project scores/priorities.

April

The SDTIP Executive Team will review projects proposed by the SDTIP Development Team. The Deputy City Manager for Administrative Services, the Information Technology Director and the

SDTIP Budget Support Team, will brief the City Manager and Assistant City Manager on the proposed SDTIP Budget.

May

The Deputy City Manager for Administrative Services, the Information Technology Director and the SDTIP Budget Support Team will conduct City Council Member briefings and present the preliminary budget to City Council.

June

The Deputy City Manager for Administrative Services and the Information Technology Director will request City Council action for final adoption of the proposed SDTIP Budget. The SDTIP Budget Support Team will update budget allocations in the city's financial accounting system upon City Council adoption of the proposed budget.

July

IT Department staff will update the SDTIP Microsoft Teams website according to City Council approval. The SDTIP Development Team will review ongoing SDTIP projects' funding status and project scores/priorities as well as discuss any proposed SDTIP projects that the sponsoring departments may be contemplating.

October

The SDTIP Development Team will review ongoing SDTIP projects' funding status and project scores/priorities as well as discuss any proposed SDTIP projects that the sponsoring departments may be contemplating.

December

The SDTIP Development Team chair will send out a call for new SDTIP projects for the upcoming fiscal year.

CONTINUOUS IMPROVEMENT:

The Administrative Services Branch will continuously look for opportunities to improve and streamline the SDTIP process and will review this Administrative Order periodically, as needed, to ensure it is updated. The Administrative Services Branch will also review business systems to identify and utilize the latest technology available for project scheduling and budgeting, as applicable.

ACTION:

This Administrative Order is effective immediately.

DATE: _____

SCOTT CHADWICK
City Manager