



AGENDA

Carlsbad Budget Committee Special Meeting
Janell Whitlock Municipal Complex
114 S. Halagueno St.
Carlsbad, New Mexico
March 20, 2026 at 1:00 PM

Agenda

1. Roll Call and Determination of Quorum
2. Approval of Meeting Minutes - February 27, 2026
3. Presentation and Discussion Regarding Annual Funding Requests from Outside Agencies
 - A. Affirming Heart Victim Services
 - B. Boys & Girls Club
 - C. Carlsbad Battered Families Shelter
 - D. Carlsbad Chamber - Retirement Division
 - E. Carlsbad Chamber of Commerce
 - F. Carlsbad Chamber of Commerce - City Economic Fund
 - G. Carlsbad Community Anti-Drug/Gang Coalition
 - H. Carlsbad Community of Hope Center
 - I. Carlsbad Department of Development
 - J. Carlsbad MainStreet
 - K. Carlsbad Transitional Housing & Homeless Shelter
 - L. Eddy Lea Energy Alliance
 - M. MyPower Mentoring Circles
 - N. Pecos Valley Drug Taskforce

- O. SENMEDD
- P. Southeast NM Community Action Corporation
- Q. Carlsbad Municipal Schools

FOR INFORMATION ONLY

If you require a hearing interpreter, language interpreters or auxiliary aids in order to attend and participate in the above meeting, please contact the City Manager's office at (575) 887-1191 at least 48 hours prior to the scheduled meeting time.

**MINUTES OF THE CITY OF CARLSBAD BUDGET COMMITTEE MEETING HELD
IN THE CITY HALL PLANNING ROOM ON FEBRUARY 27, 2026, AT 3:30 P.M.**

Present: Jason O. Chavez Chairman/Councilor
Edward T. Rodriguez Councilor
Mark C. Walterscheid Councilor
Jeff Forrest Councilor

Absent:

Also Present: Wendy Austin City Manager
Ken Ahrens Deputy City Manager
K.C. Cass Chief of Operations
Melissa Salcido Finance Director
Jessica Ponce Budget/Grants Analyst
Jalynn Dominguez Open Meetings Act Manager
Jeff Patterson Director of Planning

Time Stamps and headings below correspond to recording of meeting and the recording is hereby made a part of the official record.

0:00:29 **1. ROLL CALL AND DETERMINATION OF QUORUM**

City Manager, Mrs. Austin, called roll and it was determined by Chairman Jason Chavez that there was a Quorum of the Voting Members.

0:00:44 **2. APPROVAL OF MEETING MINUTES – JANUARY 23, 2026**

The motion was made by Councilor Forrest and seconded by Councilor Walterscheid to approved the January 23, 2026 Budget Committee Meeting Minutes

The vote was as follows: Yes - Chavez, Rodriguez, Forrest and Walterscheid; No - None; Absent - None

0:01:09 **3. CONSIDER APPROVAL OF BUDGET ADJUSTMENT REQUESTS**

Mrs. Austin presented the budget adjustment requests to the Budget Committee. She explained that the first request was to increase funding in the Parks Department for a capital project. She explained the department is requesting funds to resurface the basketball court at Smith Park. She said the next request is for the General Fund to increase operations for the Water Park Department. **Mrs. Austin** explained that the water park is aging and requires significantly more maintenance. **Councilor Forrest** asked if the water is drained during the winter. **Mrs. Austin** replied that the water is typically left circulating and is only drained when maintenance is required. **Mrs. Austin** said the next request is in the General Fund for the Planning and Engineering

Department. She said this request would refund the GIS Technical position and reclassify it as an Environmental Permit Technician position. **Mr. Patterson** explained that permit applications require extensive tracking and that staff are needed to monitor field activity and assist with administrative tasks. **Mrs. Austin** said the next request is to increase actual revenue in the General Fund. She added that the following item is a transfer of \$1,000,000.00 from the General Fund to the Health Insurance Fund to pay a medical bill that will later be reimbursed. She said the next request is in the Capital Projects Fund to increase the Cemetery Irrigation Project in order to purchase sod. She said the following request is also in the Capital Projects Fund and would continue the San Jose Facility Maintenance Project. **Mrs. Austin** said the next two requests are in the Lodgers' Tax Promotional Fund and are recurring requests from the Carlsbad Downtown Lions Club and the Yucca Blossom Trade Days for the arts and crafts show held at the Civic Center. She said the next request is in the Lodgers' Tax Non-Promotional Fund to increase funding for the fireworks and drone show. **Mrs. Austin** explained that the next request is in the Insurance Fund to increase revenue related to reimbursement for a Municipal Transit van that was declared a total loss, along with a transfer back to the Transit Fund. **Mrs. Austin** said the final budget request is in the Solid Waste Fund to increase operating funds for aquatic weed cleanup and river herbicide treatment.

- General Fund/Parks – Resurface basketball court at Smith Park.
- General Fund/Waterpark – Increase operating due to unexpected maintenance and repair costs.
- General Fund/Planning & Engineering – Refund the GIS technician position and reclassify to an environmental permit technician.
- General Fund – Increase revenues to reflect actuals.
- General Fund – Transfer out to the health insurance fund due to the timing of stop loss reimbursements.
- Health Insurance Fund – Transfer in from the general fund and increase operating due to the timing of stop loss reimbursements.
- Capital Projects Fund – Increase the cemetery irrigation project to install sod, bringing the area back to the previous landscape level.
- Capital Projects Fund – Continue the San Jose Facility Maintenance project.
- Lodgers' Tax Promotional Fund – Carlsbad Downtown Lions Club – Lions Club District Convention advertising.
- Lodgers' Tax Promotional Fund – Yucca Blossom Trade Days advertising.
- Lodgers' Tax Non-Promotional Fund – Increase fireworks show (\$10,000) and drone show (\$5,000).
- Insurance Fund – Insurance reimbursement for the Municipal Transit van that was a total loss.
- Insurance Fund – Transfer out to the Municipal Transit Fund.

- Municipal Transit Fund – Transfer in from the Insurance fund to use as a city match for a future van purchase.
- Solid Waste Fund – Increase operating for aquatic weed cleanup (\$400,000) and river herbicide (\$330,000)

The motion was made by Councilor Forrest and seconded by Councilor Walterscheid to approve of Budget Adjustment Requests

The vote was as follows: Yes - Chavez, Rodriguez, Forrest and Walterscheid; No - None; Absent - None

0:42:38 **4. BUDGET ADJUSTMENT INCREASE AND DECREASE**

Mrs. Austin reviewed the FY25/26 Increase/Decrease budget adjustments with the Budget Committee.

0:55:35 **5. REVIEW FISCAL YEAR 2026 CAPITAL OUTLAY**

Mrs. Austin reviewed what was awarded to the City of Carlsbad during the Legislative Session.

1:02:59 **6. FINANCIAL REVIEW**

Ms. Salcido reviewed the Gross Receipts Tax and Cannabis Revenue reports.

1:09:22 **Adjourn**

With no further business Chairman Chavez adjourned the meeting at 4:44 PM.

Jason Chavez, Chairman

Date

**City of Carlsbad
Outside Agency Requests
FY27**

GENERAL FUND

Outside Agency Requests	FY22	FY23	FY24	FY25	FY26	FY27 Request	Approved
Affirming Heart Victim Services	20,000	20,000	20,000	25,000	25,000	25,000	
Boys & Girls Club	65,000	70,000	75,000	75,000	100,000	150,000	
Carlsbad Battered Families Shelter	-	-	-	30,000	30,000	30,000	
Carlsbad Chamber - Retirement Division	44,250	44,250	46,462	46,462	46,462	46,462	
Carlsbad Chamber of Commerce	-	-	-	75,000	95,000	95,000	
Carlsbad Chamber of Commerce - City Economic Fund	-	-	-	35,000	40,000	40,000	
Carlsbad Community Anti-Drug/Gang Coalition	24,000	24,000	24,000	24,000	44,000	90,000	
Carlsbad Community of Hope Center	24,000	28,800	30,240	40,000	42,000	40,000	
Carlsbad Dept of Development	224,200	226,360	264,000	100,000	200,000	200,000	
Carlsbad MainStreet	60,000	90,000	90,000	90,000	100,000	100,000	
Carlsbad Transitional Housing & Homeless Shelter	32,000	36,000	40,000	60,000	60,000	100,000	
Eddy Lea Energy Alliance	25,000	25,000	25,000	25,000	25,000	25,000	
MyPower Mentoring Circles	-	-	-	20,000	75,000	75,000	
Pecos Valley Drug Taskforce	-	-	-	25,000	25,000	25,000	
SENMEDD	7,641	7,641	7,641	7,641	7,641	7,641	
Southeast NM Community Action Corporation	15,000	20,000	20,000	60,000	60,000	100,000	
	541,091	592,051	642,343	738,103	975,103	1,149,103	-
Carlsbad Municipal Schools							
Natorium	13,000	13,000	13,000	13,000	25,000	45,000	
Summer Recreation Program	15,000	15,000	15,000	15,000	15,000	15,000	
Summer Reading Academy	-	39,000	-	-	-	-	
Youth Citizenship	7,000	7,000	7,000	7,000	7,000	7,000	
Tutoring Program	25,000	30,000	30,000	30,000	30,000	30,000	
STEAM after School Program	15,000	-	15,000	-	-	-	
Crossing Guards Program	-	-	-	-	-	100,000	
	75,000	104,000	80,000	65,000	77,000	197,000	-
TOTALS	616,091	696,051	722,343	803,103	1,052,103	1,346,103	-



Affirming Heart Victim Services

We envision a world where every survivor of child abuse, domestic violence, and sexual assault is met with support, compassion, and the resources needed to heal and thrive.

BOARD OF DIRECTORS

BOD President

Michael Walker

BOD Vice-President

Krista Marrs

BOD Treasurer

Tabatha Coffey

BOD Secretary

Kendar Korbin

BOD Members

Rick Lopez

Executive Director

Zelma Lopez

Clinical Director

Mark Munro

Medical Director

Kim Hansen

Proud Members of:



United Way of Eddy County



Thursday, March 5, 2026

To Whom It May Concern,

Affirming Heart Victim Services respectfully requests continued City funding in the amount of \$25,000 to support the critical services we provide to victims of crime in Carlsbad and throughout Eddy County.

Our programs provide advocacy, counseling, forensic interviews, medical advocacy, shelter services, and transportation assistance for children, adults, and families who have experienced abuse, violence, or other crimes. These services are provided at no cost to those we serve.

Over the past year, our team has continued to work closely with local law enforcement, the District Attorney's Office, CYFD, and other community partners to make sure victims receive coordinated, trauma-informed care. One important step forward has been our participation in the LAP (Lethality Assessment Program), which helps ensure that victims of domestic violence can quickly connect with an advocate when they are in danger.

Our staff of more than two dozen professionals includes advocates, counselors, nurses, forensic interviewers, shelter staff, and transportation staff. Each member of our team is committed to supporting the safety, healing, and long-term well-being of the people we serve.

During the past year, Affirming Heart Victim Services:

- Served 58 child abuse victims and their family members through our Child Advocacy Center
- Provided 2,748 advocacy services by our family and victim advocates, including help with victim compensation, protection orders, court accompaniment, and referrals for medical and counseling services
- Conducted 10 sexual assault and 11 domestic violence medical exams
- Provided shelter services for 26 youth at the Foundry Home for 1,506 safe sleeps
- Delivered 990 mental health counseling sessions
- Provided 214 rides to community members needing transport to medical and mental health appointments

These numbers represent real people in our community who needed help during some of the most difficult moments in their lives. Because of the support of the City of Carlsbad, we are able to make sure these services remain available locally when victims need them most.

We are proud of the work our team does and remain committed to serving the Carlsbad community with compassion and dedication. We sincerely appreciate the City's continued support.

Financial Audit Status Statement

Affirming Heart Victim Services completes an annual independent financial audit. At this time, our Fiscal Year 2024 audit has not yet been finalized. We are currently working with a new auditing firm, CliftonLarsonAllen LLP (CLA), and expect the FY2024 audit to be completed soon.

Once the FY2024 audit is finalized, we will provide a copy to the City of Carlsbad.

Our Fiscal Year 2025 audit has not yet begun and will be scheduled following completion of the FY2024 audit as part of our regular audit cycle.

We appreciate your understanding and will gladly provide the completed audit documentation as soon as it becomes available.

The attached Statement of Financial Position reflects our organization's cash balance as of December 31, 2025.

Please let me know if there's anything I can provide in the meantime to assist with our consideration.

Sincerely,



 *Zelma Lopez*

Zelma Lopez

Executive Director - Evidence

zelma@affirmingheart.com

Fax: 575-800-0630

Physical: **2319 W Pierce, Carlsbad, NM 88220**

Mailing: PO Box 1441, Carlsbad, NM 88221

Serving Eddy and Lea Counties



**Cavern City & Lea Co
Child Advocacy Centers**

2319 W Pierce
575-200-3929
112 W Taylor
575-964-2064



**SPEAK
SA & DV Program**

2319 W Pierce
575-303-7070
575-303-7072



**Foundry Home
Youth Shelter**

2317 Jackson
888-808-2775



**Rise Up
Counseling**

2319 W Pierce
120 W Taylor
575-408-8119



**UpLift
Transport**

Eddy County
Lea County
575-408-8119 ext. 3



**Family Resource
Center of Lea Co.**

122 W Taylor
Lea County
575-964-2084



Balance Sheet

Affirming Heart Victim Services
As of December 31, 2025

Distribution account	Total
Assets	
Current Assets	
Bank Accounts	
101 - CNB - Checking	0.00
102 - Pioneer - CAC Checking	129,645.14
104 - Pioneer - Savings	814,899.81
105 - Pioneer - FH Checking	2,189.77
106 DBA	10,743.06
Total for Bank Accounts	\$957,477.78
Other Current Assets	
103 - Rent Deposit	0.00
Payroll Corrections	0.00
Payroll Refunds	0.00
QuickBooks Tax Holding Account	5,779.18
Uncategorized Asset	0.00
Undeposited Funds	0.00
Total for Other Current Assets	\$5,779.18
Total for Current Assets	\$963,256.96
Fixed Assets	
135 - Vehicles	
2004 Kia Sedona	4,650.00
2024 Nisaan Kicks VIN 8569	25,325.31
2024 Nissan Kicks VIN 3054	24,880.20
2024 Nissan Kicks VIN 3466	24,862.51
Total for 135 - Vehicles	\$110,292.02
137 - PROP - 114 W Snyder	59,097.36
138 - PROP -1313 W Mermod-106 S Maple	41,238.85
139 - PROP - 2129 San Jose Blvd	0.00
140 PROP- 2319 W Pierce	\$755,000.00



Balance Sheet
Affirming Heart Victim Services
As of December 31, 2025

Distribution account	Total
140-1 REMODEL- 2319 W Pierce	52,978.68
Total for 140 PROP- 2319 W Pierce	\$807,978.68
141 PROP -Lea County Building	5,000.00
142 PROP- 112 & 114 W Taylor, Hobbs NM	300,000.00
143 REMODEL 2317 Jackson-Foundry Home	66,796.75
144 PROP- 116 120 122 W Taylor, 202 N Shipp	479,970.18
154 - Furniture and Fixtures	\$77,364.66
2 75" Outdoor TV's w/ waterproof covers	7,178.00
Total for 154 - Furniture and Fixtures	\$84,542.66



Balance Sheet

Affirming Heart Victim Services
As of December 31, 2025

Distribution account	Total
155 - ACCUMULATED DEPRECIATION	-95,437.13
Total for Fixed Assets	\$1,859,479.37
Other Assets	
111 DUE - City of Hobbs	0.00
117 DUE - CIAAG Grant	5,750.00
122 DUE - BCP Grant	45,870.15
124 - Pre-Paid Lease	-15,000.00
125 - Due from Con Alma Foundation	-10,000.00
126 DUE - SWAG	20,800.00
127 DUE - BHS Shelter Funds	67,800.00
Total for Other Assets	\$115,220.15
Total for Assets	\$2,937,956.48
Liabilities and Equity	
Liabilities	
Current Liabilities	
Credit Cards	
200 BILL Spend & Expense	-6,176.89
Total for Credit Cards	-\$6,176.89
Other Current Liabilities	
204 - PPP Loan (CNB)	0.00
205 - COVID-19 Expenses	0.00
210 - Payroll Liabilities	\$0.00
224 - \$ DUE to CAC	1,317.00
225 - Wage Garnishments Payable	0.00
229 - FED Withholding	0.00
231 - FICA Employee	0.00
232 - Workman's Comp	0.00
233 - Medicare Employee	0.00
235 - Federal Taxes (941/944)	1.32

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Balance Sheet

Affirming Heart Victim Services
As of December 31, 2025

Distribution account	Total
236 - NM Income Tax	5,109.21
237 - NM Unemployment Tax	2,863.70
238 - NM Worker's Compensation Fee	187.20
239 - Sunshine Committee	6,880.00
240 - United Way Donation	1,903.00
241 - Dental/Vision Insurance	3,145.04
242 - Key Replacement	160.00
243 - Child Support	0.00
244 - Training Reimbursement	2,150.00



Balance Sheet

Affirming Heart Victim Services
As of December 31, 2025

Distribution account	Total
Total for 210 - Payroll Liabilities	\$23,716.47
220 - Direct Deposit Liabilities	0.00
250 - Western Commerce Bank - Loan	0.00
260 - Direct Deposit Payable	0.00
270 - New Mexico Taxation and Revenue Department Payable (Sales Tax)	0.00
Direct Deposit Payable	0.00
N/P PERMIAN CHEVROLET BUICK GMC	0.00
Payroll Liabilities	\$0.09
(90 Days	
Customized Items	
business cards, clothing, etc.	110.00
Total for Customized Items	\$110.00
Total for (90 Days	\$110.00
Carlsbad Coalition	85.00
Child Support	0.00
Dental/Vision Insurance	0.00
\$ DUE to CAC	0.00
Edward Jones 401k	2,432.48
Equip Replacement	
Body Cam	173.00
Total for Equip Replacement	\$173.00
Federal Taxes (941/944)	0.00
Insurance Stipend	112.80
Key Replacement	0.00
NM Income Tax	0.00
NM Unemployment Tax	0.00
NM Worker's Compensation Fee	0.00
State of NM Tax Levy	0.00
Sunshine Committee	0.00

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Balance Sheet
Affirming Heart Victim Services
As of December 31, 2025

Distribution account	Total
TB Testing	0.00
Training Reimbursement	0.00
United Way	0.00
Vehicle Related	
Ticket	0.00
Total for Vehicle Related	\$0.00



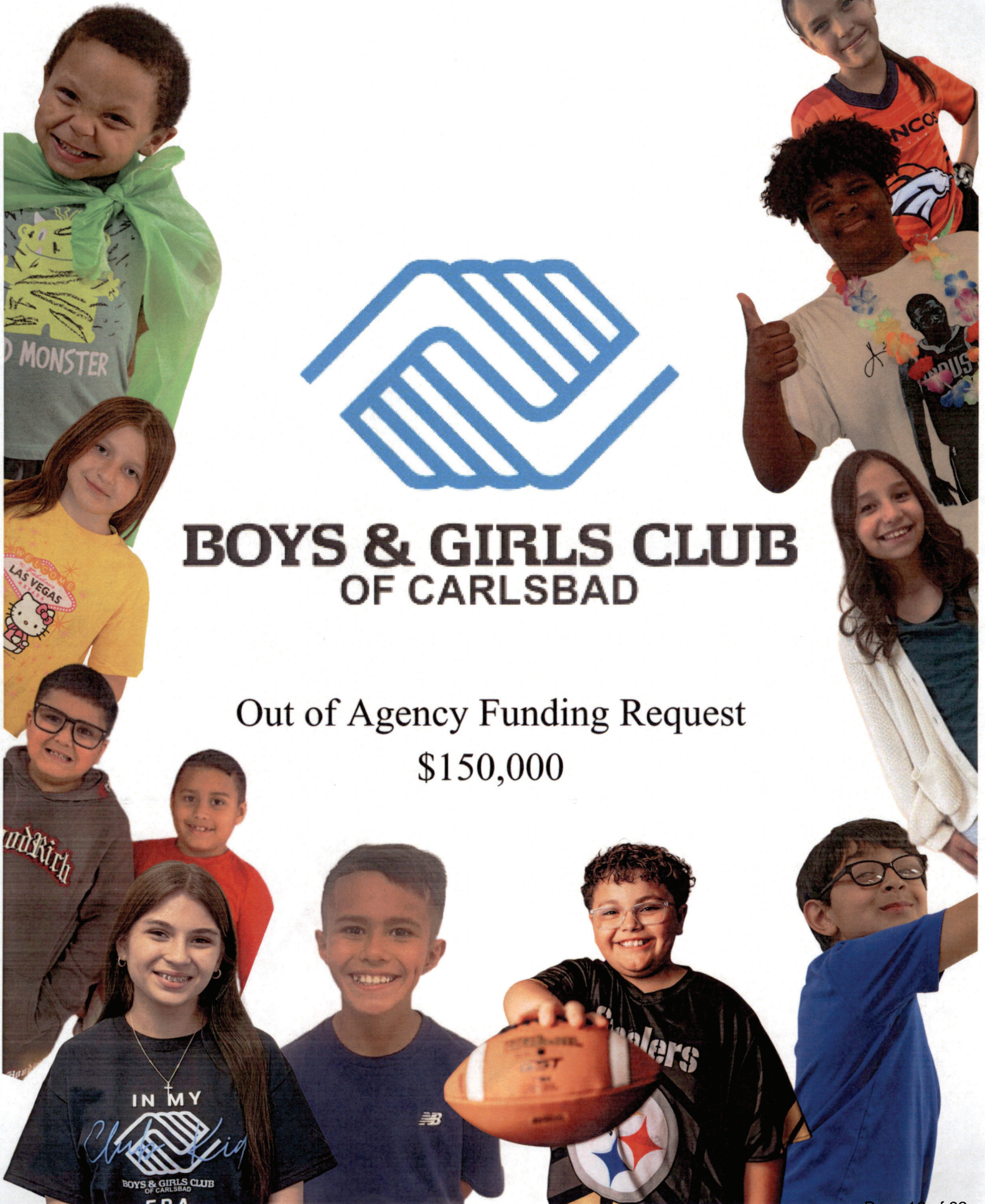
Balance Sheet
Affirming Heart Victim Services
As of December 31, 2025

Distribution account	Total
Total for Payroll Liabilities	\$2,913.37
Repayment	
1/31 \$200 Cash Advance Request	1,000.00
Optional Training Recoupment	
AIA	3,142.43
Total for Optional Training Recoupment	\$3,142.43
Reimbursement Overpayment	55.90
Total for Repayment	\$4,198.33
Total for Other Current Liabilities	\$30,828.17
Total for Current Liabilities	\$24,651.28
Long-term Liabilities	
LOAN - Carlsbad	714,274.77
LOAN - Hobbs	290,433.38
Total for Long-term Liabilities	\$1,004,708.15
Total for Liabilities	\$1,029,359.43
Equity	
322 - PRIOR PERIOD ADJUSTMENT	40,400.00
300 - Unrestricted Net Assets	2,011,700.62
Net Income	-143,503.57
Total for Equity	\$1,908,597.05
Total for Liabilities and Equity	\$2,937,956.48



BOYS & GIRLS CLUB OF CARLSBAD

Out of Agency Funding Request
\$150,000



Organizational Overview

The Boys & Girls Club of Carlsbad has proudly served Carlsbad-area youth since 1961, providing a safe, structured, and enriching environment during critical out-of-school hours. For 63 years, the Club has remained a cornerstone of our community, delivering essential programs and services that empower young people to reach their full potential. Our mission is to enable all youth—especially those who need us most—to become productive, caring, and responsible citizens.

Since leadership changes in May 2023, the organization has experienced significant growth. After-school program enrollment has increased from 70 to 220 youth, while summer program participation has grown from 70 to 200 youth. In addition, more than 1,200 young people participate annually in our out-of-school sports leagues. Overall, the Club now serves more than 1,500 youth each year and employs 23 dedicated staff members committed to supporting their success. In 2023, we had 2 programs: the Main Club at 1602 W. Fox and the Desert Willow After-School Program at 2100 Primrose. We have our new program at Cottonwood Elementary at 1609 W. Lea St. in 2025.

We serve youth ages 4–18 through comprehensive programming that includes:

- Active Kindergarten program ages 4-6
- After-school academic support
- Teen leadership and workforce readiness programs
- Sports and recreation
- Character and leadership development
- Summer enrichment programs

Maintaining quality childcare in the Permian Basin presents unique challenges due to the economic dominance of the oil and gas industry. The strong demand for labor in the oil fields has driven wages to levels often unattainable for nonprofit organizations, resulting in high staff turnover and difficulty recruiting qualified professionals. Despite these obstacles, the Boys & Girls Club of Carlsbad remains steadfast in its commitment to providing a safe space for learning, mentorship, personal development, and athletic engagement.

The Club is a vital resource for working families and plays a critical role in preventing juvenile crime, improving academic performance, and fostering social-emotional development. By offering consistent structure, positive role models, and meaningful opportunities, we create stability for children and peace of mind for parents.

As Carlsbad continues to grow alongside the expanding oil and gas industry in southeast New Mexico, access to reliable childcare and youth programming is more important than ever. Many parents work long, demanding hours in the oil field, making safe and affordable after-school and summer programs essential. Furthermore, access to quality childcare is a key factor for companies and workers considering relocation to our area. Strong youth-serving organizations like the Boys & Girls Club of Carlsbad enhance our community's appeal, support workforce retention, and contribute to long-term economic stability.

In short, the Boys & Girls Club of Carlsbad is more than a youth organization—it is a foundational partner in community growth, workforce support, and the future success of our children.

Statement of Need

The Boys & Girls Club of Carlsbad respectfully requests \$150,000 in out-of-agency funding to strengthen and expand critical youth services in Carlsbad, New Mexico. These funds will directly support:

- **\$100,000** – Facility Remodel at 1602 W. Fox Street
- **\$20,000** – Teen Scholarships
- **\$20,000** – Staff Training & Professional Development
- **\$10,000** – Sports & Recreation Programming

This investment will ensure that youth in our community—particularly those from low- to moderate-income families—have access to safe facilities, academic support, workforce readiness programming, and structured athletic opportunities.

Carlsbad continues to experience economic fluctuations tied to the energy sector. Many families face financial instability, long working hours, and limited access to affordable youth programming. As a result:

- Youth need safe, structured environments after school
- Teens require mentorship, workforce preparation, and scholarship support
- Facilities must remain safe, modern, and conducive to learning
- Staff must receive ongoing training to address trauma-informed care, behavioral health, and youth development best practices

Our current facility at 1602 W. Fox Street requires critical remodeling to better serve growing membership and ensure safety, accessibility, and program expansion.

Funding Request Breakdown

1. Facility Remodel – \$100,000

The remodel of 1602 W. Fox Street will (Estimated cost \$540,000, Funds secured \$140,000 from donors and grants) see attachment A:

- Upgrade flooring, lighting, and safety features (\$50,000)
- Paint and seal building (\$10,000)
- Safe Dual Door Main Entrance with concession stand and all new doors (\$60,000)
- New Parking Lot (\$60,000)
- New roof with skylights (\$300,000 out for bid)
- Outdoor seating and canopies (\$60,000)

- Playground Attachment B. (This does not have an estimate currently. We will need a playground area for state licensing, but they have chosen to waive this as our requirement at this time. Our plans are made, and we will be working on funding starting mid-2026.)

This investment will directly impact over 1200 youth annually by providing a safe, welcoming, and high-quality environment conducive to academic and social development. The roof is imperative for securing state licensing at 1602 W. Fox.

2. Teen Scholarships – \$20,000

Many teens face financial barriers to participating in:

- Workforce readiness
- Summer Programming
- Career exploration opportunities

\$20,000 will provide scholarships to ensure that no teens are turned away for inability to pay. State Licensing is from the ages of 3 to 13 years. We currently allow all Teens 14 and up to attend the Club at no charge. For 2025, we had 15, 14, and up. The cost per child is \$550 a month. We spent \$94,500 on youth 14 and up. We foresee the 14-and-up group growing to 30 youth by 2026 as youth age.

3. Training & Professional Development – \$20,000

High-quality programming depends on well-trained staff. This funding will support:

- Youth Mental Health First Aid certification
- Trauma-informed care training
- Behavioral management training
- National Boys & Girls Club conferences
- CPR and safety certifications

Investing in staff directly improves program outcomes, safety standards, and youth engagement.

4. Sports & Recreation Programming – \$10,000

Sports programming builds teamwork, discipline, and physical health. Funding will support:

- Equipment replacement and upgrades
- Expanded intramural programming
- CPR and safety certifications for volunteers

Sports provide a structured outlet that reduces juvenile delinquency and promotes positive peer relationships.

Goals & Outcomes

With this \$150,000 investment, the Boys & Girls Club of Carlsbad will:

- Improve facility safety and accessibility for 200+ youth annually
- Provide scholarship assistance to 30–40 teens
- Increase staff certifications and training completion by 100%
- Expand athletic participation by 25%

Expected long-term impact includes:

- Improved academic performance
- Increased high school graduation rates
- Enhanced workforce readiness
- Reduced juvenile crime and risky behaviors

This investment will ensure that youth in our community, particularly those from low- to moderate-income families, have access to safe facilities, academic support, workforce readiness programming, and structured athletic opportunities

Sustainability

The Boys & Girls Club of Carlsbad sustains operations through:

- Membership dues
- Fundraising events
- Private donations
- Grants
- Community partnerships
- State Licensing (State Licensing will help ensure that the Club has sustainable income. Prior to State Licensing, all scholarships were funded by General Operating or donors. In 2026, we had 109 youth who came for free or reduced, accumulating to \$686,700 in scholarships.)

Finances and Bank Accounts

CNB Bank:

General Operating	\$130,894.25 (2/mth. of payroll)
Torch Club	\$7,923.31
Restricted	\$130,000

Western Commerce:

Bingo	\$63,800.93
Maintenance	\$10,796.81
Fundraising	\$6,963.21

The Boys & Girls Club of Carlsbad currently does not maintain a financial reserve or investment accounts. Our immediate priority is to maintain at least 90 days of operating cash on hand. Once this benchmark is achieved, we will begin building a formal reserve fund to support long-term financial stability. We anticipate that State Licensing will also provide guidance and support as we work toward strengthening our financial position. (Attachment C and D).

Financial Audit

We have attached our 2023 audit (Attachment E). We are currently working on our 2024 and 2025 audits together. When new management took over the Club grants, maintenance, and audits were behind, going back to 2018, and had the same auditor for over 10 years. The new management ensured that the Club secured a new auditor, Ollie and Company, from Albuquerque. Their findings from 2023 are:

2023-001 Absence of documented internal control-related activities

Criteria

Internal control is a process for assuring an organization's objectives in operational effectiveness and efficiency, reliable financial reporting, and compliance with laws, regulations, and policies.

Condition

Documentation of management authorization and approval was not found in the accounts payable/expense transaction areas. We are unable to determine the revenue classifications of the recorded transactions.

Cause

The previous management team was not familiar with internal control requirements or the need to properly classify revenues.

Effect

A lack of internal control exposes the organization to increased risks. In particular, the risk of fraudulent activity and inaccurate financial reporting is increased. Inaccurate accounting can lead to poor decision-making. A lack of proper internal controls will make it difficult to meet regulatory requirements.

Recommendation

We recommend that management and staff obtain training in proper internal controls and implement controls relevant to their organization.

Management's Views and Corrective Action Plan

The management of the Boys & Girls Club of Carlsbad acknowledges that internal controls in 2023 were insufficient. Since that time, significant improvements have been made through the implementation of strengthened policies, procedures, and oversight measures to enhance organizational accountability and compliance.

Conclusion

Out-of-agency funding will strengthen infrastructure and program capacity, allowing us to leverage additional private and state funding sources.

The Boys & Girls Club of Carlsbad is committed to empowering the next generation of leaders in our community. With the support of this out-of-agency funding, we can overcome the economic pressures in the Permian Basin, sustain our talented workforce, and continue to provide transformative opportunities for our youth. We respectfully request your investment in our mission to build a brighter future for the children and families we serve.

Thank you for considering this request and supporting our community's youth. With the support of the City of Carlsbad, we can ensure that our community's youth go on to become productive, caring, responsible citizens. An investment of \$150,000 in the Boys & Girls Club of Carlsbad is an investment in the future of Carlsbad's youth. By improving our facility, supporting teens, strengthening staff capacity, and expanding athletic opportunities, we will continue providing a safe, empowering environment where young people thrive.

Statement of Financial Position

Boys and Girls Club of Carlsbad, Inc.

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Assets	
Current Assets	
Bank Accounts	
102 Cash in Bank General Operating (918)	-20,662.43
103 Cash in Bank Money Market (395)	57,898.99
106 CNB Restricted Acct (402)	70,000.00
110 WCB - Bingo Account	68,532.93
111 Bingo Operating Cash	440.00
112 CNB Torch Account (867)	7,473.31
113 WCB Reserve (9055)	815.07
114 WCB Event Center (9774)	16,981.47
Total for Bank Accounts	\$201,479.34
Other Current Assets	
101 Petty Cash on hand	1,627.00
104 Operating - Carlsbad Foundation	9,151.17
107 Demand Fund - Carlsbad Foundation	24,696.48
109 Foundation Scholarship Fund	1,921.79
116 Grants Receivable	46,022.97
119 Gaming Inventory	3,056.60
120 Undeposited Funds	0.00
2120 Payroll Asset	0.00
Payroll Refunds	846.83
Total for Other Current Assets	\$87,322.84
Total for Current Assets	\$288,802.18
Fixed Assets	
151 Furniture and Equipment (useful life exceeding 1 yr)	180,314.80
152 Buildings	1,102,917.93
153 Building Additions	692,580.49
154 Land	21,870.98
155 Land South Extension	15,190.19
156 Equipment	131,594.56
157 Vehicles	42,393.02
161 Accumulated Depreciation	-1,279,839.68
Total for Fixed Assets	\$907,022.29
Total for Assets	\$1,195,824.47

Statement of Financial Position
Boys and Girls Club of Carlsbad, Inc.
As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Liabilities and Equity	
Liabilities	
Current Liabilities	
Other Current Liabilities	
2110 Direct Deposit Liabilities	0.00
220 Accounts Payable-Audit	17,677.73
222 Accrued Salaries	16,150.38
226 Employee Insurance	17,628.28
233 FWH	0.00
233 Payroll Liabilities FWH	11,213.69
Total for 233 Payroll Liabilities	\$11,213.69
234 State Withholding	2,664.10
235 SUTA	2,226.60
238 N/P Keystone	13,510.24
250 Restricted Scholarship Income	1,800.00
Direct Deposit Payable	0.00
New Mexico Taxation and Revenue Department Payable	0.00
Payroll Liabilities	\$53.20
Federal Taxes (941/943/944)	0.00
Garnishment	75.31
Payroll Liabilities	0.00
Stop Payment Fee	50.00
Uniforms	30.00
United Way Contribution	975.00
Total for Payroll Liabilities	\$1,183.51
Total for Other Current Liabilities	\$84,054.53
Total for Current Liabilities	\$84,054.53
Total for Liabilities	\$84,054.53
Equity	
300 Unrestricted Net Assets	1,114,498.36
Net Income	-2,728.42
Total for Equity	\$1,111,769.94
Total for Liabilities and Equity	\$1,195,824.47



Carlsbad Battered Families Shelter
P.O. Box 2396
Carlsbad, NM 88221-2396
24 Hour Crisis Line-575-885-4615

-Changing HURT to HOPE-

February 27, 2026

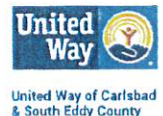
Dear funding committee:

We are writing to seek your generous financial support for the Carlsbad Battered Families Shelter (CBFS), a beacon of hope for survivors of domestic violence in our community. Our shelter has been, and continues to be, a safe place for individuals and their families affected by the horrors of domestic violence. Your contribution will enable us to sustain the vital services and programs we offer to support survivors on their journey toward healing and independence.

Once again this year, our state and federal funding has not increased, even as the demand for our services continues to grow. Domestic violence providers like CBFS have not received an increase in funding for over five years. This persistent lack of support makes it increasingly difficult to meet the needs of those we serve.

The mission of the Carlsbad Battered Families Shelter is to help people recognize the destructive power and effect of domestic violence on families and society. We strive to help victims of domestic violence and their families achieve self-sufficiency and preserve their dignity by providing services in a timely, responsible, courteous, and efficient manner.

With a commitment to providing comprehensive services, CBFS has established itself as a crucial resource for domestic violence survivors. We offer a 24-hour crisis line to ensure that victims of domestic violence have someone to talk to when they need counsel, safety, shelter, referrals to legal aid, assistance with protective orders, and referrals to other essential resources.



www.carlsbadshelter.com

FAX: 575-887-0179

cbfs520@gmail.com

In addition to providing emergency shelter, we offer educational and support groups as well as individual counseling sessions. Our staff assists clients with job searching, resume building, goal setting, and financial planning to help them regain their independence and stability.

CBFS also provides a Batterer's Intervention Program, which is an important service to our community. This program aims to end the cycle of domestic violence through a family dynamic curriculum. Weekly group sessions are available to anyone who has been court-ordered, self-referred, or referred by other agencies in the community. By focusing on the family dynamic, we hope to break the cycle of domestic violence.

Client expenses include, but are not limited to, food, hygiene products, baby needs (such as diapers, wipes, baby food, and formula), medicine and prescriptions, clothing, shoes, linens, towels, cleaning supplies, gas, hotel rooms, and bus tickets for those who need to relocate to a safe place with family support. CBFS also has pet kennels and provides for all the needs of our clients' pets.

Our organization respectfully requests \$30,000.00 to help continue providing the domestic violence survivor services and programs our community relies on.

Respectfully,



Erika Wright

Executive Director

Carlsbad Battered Families Shelter

Balance Sheet

As of December 31, 2025

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
100 Western Commerce Checking	59,238.19
101 Petty Cash	262.00
102 Carlsbad National Bank	20,613.69
104 Paypal Banking	150.00
Total Bank Accounts	\$80,263.88
Other Current Assets	
103 C-Bad Foundation Building Fund	152,150.00
105 C-bad Foundation Permanent	21,732.51
122 A/R Employees	268.91
127 A/R Children's Room & Board	21,458.02
128 A/R VOCA	10,527.68
129 A/R United Way	18,750.00
130 Prepaid Insurance	2,221.00
Total Other Current Assets	\$227,108.12
Total Current Assets	\$307,372.00
Fixed Assets	
150 Furniture and Equipment	22,834.71
151 Capital Outlay - VOCA	269,198.38
161 Accumulated Depreciation	(250,234.00)
171 Restricted Interest Endowment	92,693.42
Total Fixed Assets	\$134,492.51
TOTAL ASSETS	\$441,864.51
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
222 Credit Card Payable	0.00
222-1 BOA - Alexis Wright	307.95
222-2 BOA - Erika Wright	1,136.94
222-7 BOA - Blaine Aragon	747.24
Total 222 Credit Card Payable	2,192.13

Carlsbad Battered Families Shelter

Balance Sheet

As of December 31, 2025

	TOTAL
Total Credit Cards	\$2,192.13
Other Current Liabilities	
221 Accounts Payable	511.41
223 Insurance Payable	6,424.48
225 Accrued Payroll	7,175.59
234 State W/H Payable	688.20
237 SUTA	75.17
24000 Payroll Liabilities	5,617.09
United Way Contribution	184.00
Total 24000 Payroll Liabilities	5,801.09
261 United Way	4,526.50
269 Copier Lease - Short Term	1,551.82
Total Other Current Liabilities	\$26,754.26
Total Current Liabilities	\$28,946.39
Total Liabilities	\$28,946.39
Equity	
300 Unrestricted Net Assets	221,713.85
302 Perm. Restricted Net Assets	217,693.02
Net Revenue	(26,488.75)
Total Equity	\$412,918.12
TOTAL LIABILITIES AND EQUITY	\$441,864.51



Carlsbad Chamber of Commerce
Convention Center & Visitor Bureau
302 S Canal Street
Carlsbad, NM 88220
Phone: 575-887-6516

January 15, 2026

Mayor Rick Lopez
Wendy Austin, City Administrator
Budget Committee Chair
City of Carlsbad
PO Box 1569
Carlsbad, NM 88220

RE: Fiscal Year 2026–2027 Budget Request – Carlsbad Chamber of Commerce Retirement Division

Mr. Mayor, Mrs. Austin, and Budget Committee Chair,

Carlsbad’s commitment to being New Mexico’s premier Age Friendly Community continues to evolve in exciting ways. What began as Janell Whitlock’s vision has grown into a dynamic, community-driven effort that now reaches residents, visitors, and retirees across the region. The Retirement Division has spent the past year expanding programs, strengthening partnerships, and creating new opportunities for engagement that reflect the changing needs and interests of our senior population.

This year, our team focused on broadening experiences for retirees who want to stay active, connected, and involved. Under the leadership of JW Sutphin and Age Friendly Chair Jeanie Watson, our regional bus tours have become a reliable lifeline for seniors who want safe access to recreation, shopping, and entertainment. Trips to Ruidoso, Hobbs, El Paso, and Lubbock continue to fill quickly, demonstrating the strong demand for accessible travel options for those who no longer drive or prefer group transportation.

Community events remain a cornerstone of our work. The annual Valentine’s Day Dance once again brought together residents of all ages for an evening of music, food, and celebration. The Mayor’s Mini Golf Tournament and the Green Chile Cheeseburger competition—both introduced through the Retirement Division—have grown into signature Carlsbad traditions that draw enthusiastic participation from families and youth. Looking ahead, we are excited to take on the CARS Car Show in June, adding another high-energy event to Carlsbad’s community calendar.

One of the most notable developments this year has been the success of the First Flume Flyover, which has unexpectedly positioned Carlsbad as a destination for RC ballooning enthusiasts. This unique attraction has sparked new interest from hobbyists and retirees across the Southwest, adding a fresh dimension to Carlsbad’s outdoor recreation appeal and reinforcing our reputation as a community where active retirees can pursue their passions.

Interest in Carlsbad as a retirement destination remains strong, with steady inquiries from individuals and families exploring relocation. Our programs, events, and community partnerships continue to demonstrate that Carlsbad offers not only affordability and natural beauty, but also a vibrant, inclusive lifestyle for people at every stage of life.

For Fiscal Year 2026–2027, we respectfully request a flat budget of \$46,462.00. This funding allows us to maintain essential services, support our growing slate of events, and continue building on the momentum that has made Carlsbad a standout Age Friendly Community in New Mexico. Thank you for your continued support and for recognizing the value of investing in programs that enhance the lives of our senior residents and strengthen the fabric of our community.

Regards,

A handwritten signature in blue ink, appearing to read 'C. Ingram', with a long horizontal flourish extending to the right.

Chad E Ingram
Chief Executive Officer



Carlsbad Chamber of Commerce
Convention Center & Visitor Bureau
302 S Canal Street
Carlsbad, NM 88220
Phone: 575-887-6516

02/02/2026

City of Carlsbad
Attn: Jessica Ponce

Please accept this letter as documentation for our outside agency funding. Our 24-25 audit is completed but has not been presented to us. I do know that there were no findings and our financial position was deemed clean and we were informed we are in a good financial position. The previous year's audit also showed the same and we have had growth over the last two years.

Our cash on hand as of December 31, 2025, was the following

Savings/reserve funds-\$114,000.00
Checking account- \$394,609.74 before outstanding items cleared

Please let me know if you have any other questions and we will be happy to provide that information.

Respectfully.

Chad E Ingram
Chief Executive Officer



Carlsbad Chamber of Commerce

Convention Center & Visitor Bureau
302 S Canal Street
Carlsbad, NM 88220
Phone: 575-887-6516

01/15/2026

Mayor Rick Lopez
Wendy Austin, City Administrator
Budget Committee
City of Carlsbad
PO Box 1569
Carlsbad, NM 88220

RE: Fiscal Year 2026-2027 Budget Request for the Carlsbad Chamber of Commerce

Mr. Mayor, Mrs. Austin, and members of the Committee

As we step into a new fiscal year, the Carlsbad Chamber of Commerce continues to expand its role as a driving force for growth and collaboration throughout our community. Our reach continues to evolve, and the Chamber has become a uniquely active partner in shaping Carlsbad's future—engaging across multiple sectors, strengthening key relationships, and championing initiatives that move our city forward. This year, our focus is on deepening those partnerships, accelerating development efforts, and ensuring Carlsbad remains a leader in opportunity and innovation.

Throughout the year, the Chamber meets with legislators, members of Congress, and other influential leaders to ensure Carlsbad stays at the forefront of important conversations. Our advocacy has supported WIPP, infrastructure improvements, job creation, and other essential community needs. In addition, the Carlsbad Chamber of Commerce continues to manage or collaborate with the City on several major efforts, including:

- Oversight of the Mayor's Development Fund
- Hosting the Eddy County Reception
- Coordinating the Mayor's Energy Summit
- Planning for the annual 4th of July celebration
- Business recruitment in partnership with CDOD
- Hosting dignitaries visiting Carlsbad
- Partnering with Sr Recreation Centers to support travel opportunities for competitive groups
- Managing content and graphics for the three city signs

We are also proud to serve as the home of the Chamber Ambassadors, who collectively contribute more than 550 volunteer hours each year. These dedicated volunteers are active throughout the community and work tirelessly on behalf of the City. Supporting a group of this caliber requires both commitment and financial resources. In the coming year, we plan to outfit the Ambassadors and the Government Council to ensure they are easily recognized and even more effective in promoting Carlsbad.

We appreciate your assistance in helping us tell the economic story of Carlsbad.

Mayors Development fund (restricted)	\$40,000.00
Operational Funds Carlsbad Chamber of Commerce	\$95,000.00
Total Request	\$135,000.00

Thank you for your consideration.

Thank you!



Chad E Ingram
Chief Executive Officer



Carlsbad Chamber of Commerce
Convention Center & Visitor Bureau
302 S Canal Street
Carlsbad, NM 88220
Phone: 575-887-6516

02/02/2026

City of Carlsbad
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Please let me know if you have any other questions and we will be happy to provide that information.

Respectfully.

Chad E Ingram
Chief Executive Officer

PREVENTION IN MOTION: Teens in Action-Youth Council

CARLSBAD COMMUNITY ANTI-DRUG/GANG COALITION

CARLSBAD COALITION | P.O. BOX 1867 CARLSBAD, NM 88221-1867 | WWW.CARLSBADCOALITION.COM

INDEX

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I. PROPOSAL SUMMARY: Teens in Action-Youth Council

1. Project Narrative

Carlsbad Community Anti-Drug/Gang Coalition has been a non-profit organization since 2004. During this time the Coalition has been a recipient of the SAMHSA’s Federal Drug Free Communities grant for 10 years, a current Office of Substance Abuse Prevention grant recipient through the NM Department of Health since 2011, and the Coalition has just completed a five-year grant through SAMHSA’s Federal Strategic Prevention Framework-Partnerships for Success grant in August 2025. The SPF-PFS grant is currently not available through the Federal Government for the Coalition to be able to reapply, this leaves the Coalition at a \$300,000/year loss for programming that has been in place for the past five years. The Coalition is seeking assistance from the City of Carlsbad to sustain our Teens in Action-Youth Council program that has already been established through the previous funding and has shown to have been a positive impact on our youth. Other programs and initiatives from this grant have been sustainable through other grant funds, such as the Opioid Settlement Funds and State Funds. This is why we are seeking \$90,000 from the City of Carlsbad to sustain such an impactful initiative to continue to reduce substance use and risky behaviors by the youth in Carlsbad.

Key Accomplishments in past 5 years

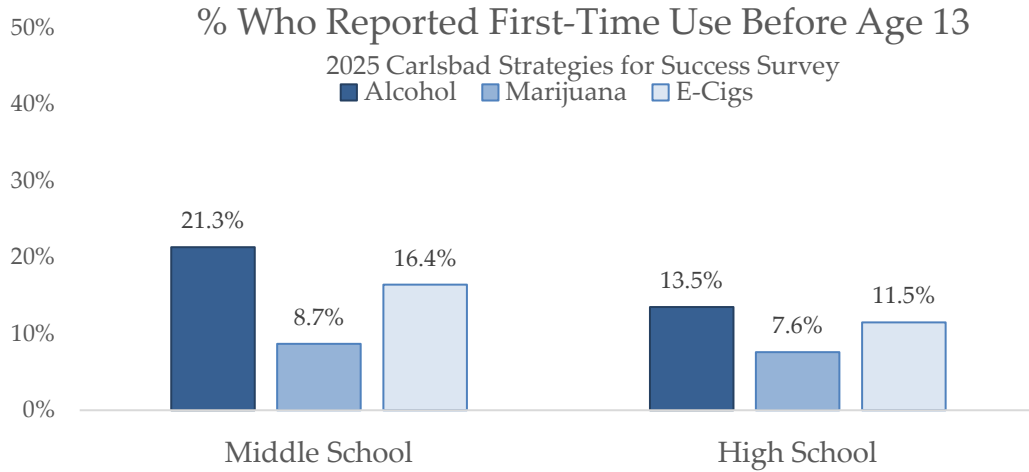
- **Alcohol use among high school youth decreased by 61.6%.** Alcohol use among high school students decreased from 34.4% in 2020 to 13.2% in 2025. Alcohol use among middle school students decreased from 13.0% in 2020 to 9.0% in 2025.
- **Marijuana use among high school youth decreased by 54.1%.** Use of marijuana among high school youth decreased from 25.9% in 2020 to 11.9% in 2025. Middle school youth marijuana use decreased from 11.1% in 2020 to 8.4% in 2025.
- **E-cigarette use/vaping among high school students decreased by 60%.** High school students reported a reduction in past 30-day e-cig/vape use from 39.0% in 2020 to 15.6% in 2025. E-cig/vape use among middle school youth decreased from 26.4% in 2020 to 10.2% in 2025.

Early Initiation

Research shows that young people who start drinking before the age of 15 are at a higher risk for developing alcohol use disorder later in life. Early initiation of alcohol use can interfere with healthy brain development causing learning disabilities as well as increased risk of physical and/or sexual assault.¹ Additionally, many young people have easy access to alcohol in the community. In a 2019 national SAMHSA survey, 96.5% of 12–14-year old’s who reported past-30-day alcohol use said that they got the alcohol “for free” or from relatives or friends.²

¹ Squeglia, L.M.; Tapert, S.F.; Sullivan, E.V.; Jacobus, J.; Meloy, M.J.; Rohlfing, T.; and Pfefferbaum, A. Brain development in heavy-drinking adolescents. *American Journal of Psychiatry* 172(6):531–542, 2015. [PMID: 25982660](https://pubmed.ncbi.nlm.nih.gov/25982660/)

² SAMHSA, CBHSQ. 2019 National Survey on Drug Use and Health. Table 6.16B—Source Where Alcohol Was Obtained for Most Recent Use in Past Month among Past Month Alcohol Users Aged 12 to 20, by Age Group and Gender: Percentages, 2018 and 2019. <https://www.samhsa.gov/data/sites/default/files/reports/rpt29394/NSDUHDetailedTabs2019/NSDUHDefTabsSect6pe2019.htm#tab6-16b>

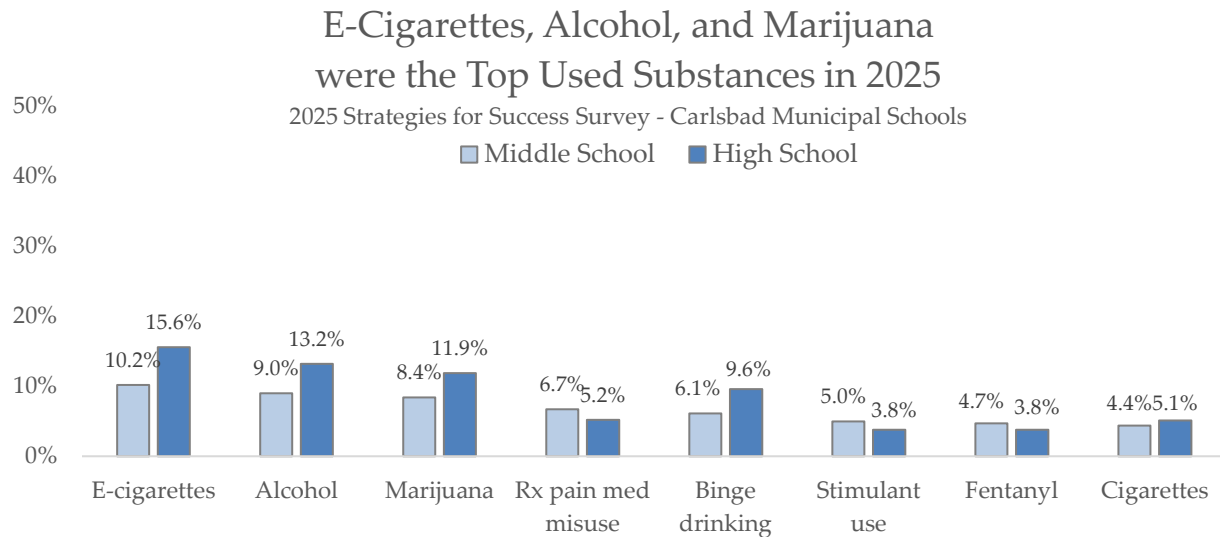


Early Initiation* 2023 YRRS/YRBS	New Mexico		U.S.	
	Alcohol	Marijuana	Alcohol	Marijuana
Middle School	12.8%	3.5%	--	--
High School	16.2%	10.5%	13.3%	4.8%

*Use before age 11 (middle school) and before age 13 (high school).

Current Substance Use

Current substance use is measured by the percentage of people who report using the specific substance in the past 30 days. Adolescent substance use is risky because research literature confirms that the brain does not stop developing until the early twenties and substance use during development can have lasting effects.³ The graph below shows the current substance use among middle and high school students.



³ Volkow, ND. (2017). Developmental Cognitive Neuroscience. <https://doi.org/10.1016/j.dcn.2017.10.002>

Carlsbad Community Anti-Drug/Gang Coalition
Prevention In Motion: Teens in Action-Youth Council

	Middle School	High School
Changes since 2024	+ E-cigarette use decreased from 11.4%. + Marijuana use decreased from 9.7% - Alcohol use increased from 7.4% - Binge drinking increased from 4.7%. - Rx pain med misuse increased from 6.2%. - Stimulant use increased from 3.9%. - Fentanyl use increased from 2.5%.	+ E-cigarette use decreased from 18.4%. + Alcohol use decreased from 14.9%. + Marijuana use decreased from 14.3%. + Binge drinking decreased from 10.3%. + Rx pain med misuse decreased from 7.5%. + Stimulant use decreased from 5.4%. + Fentanyl use decreased from 5.0%.

+ indicates positive change, - indicates negative change



Boys

High school boys were more likely to use alcohol, binge drink, use marijuana, misuse Rx pain medicine, use cigarettes, use stimulants, and use fentanyl than high school girls.



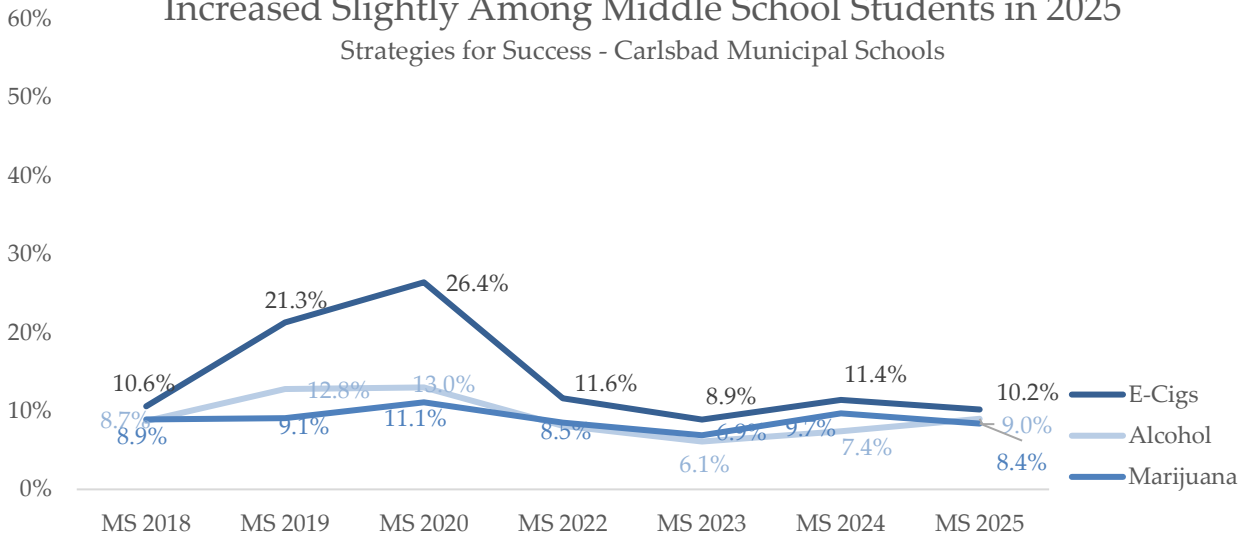
Girls

Middle school girls were more likely to use alcohol, binge drink, use e-cigs, use marijuana, and use stimulants than middle school boys.

No surveys were collected in 2021 due to COVID/school closures

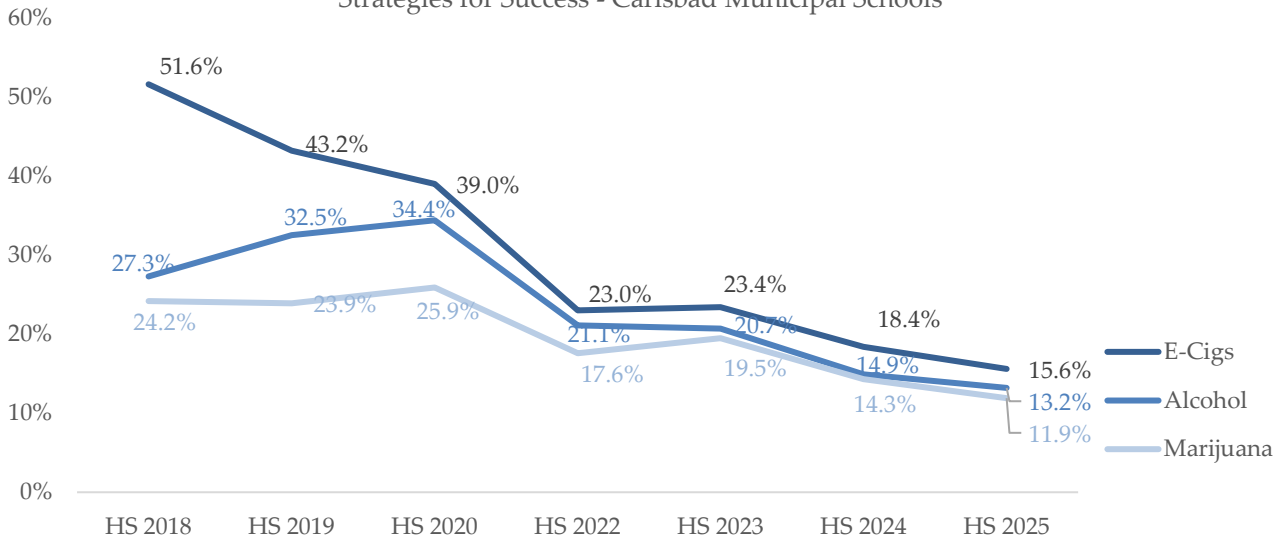
E-Cig and Marijuana Use Decreased While Alcohol Use Increased Slightly Among Middle School Students in 2025

Strategies for Success - Carlsbad Municipal Schools



High School Substance Use Continued to Decline in 2025

Strategies for Success - Carlsbad Municipal Schools



High School Substance Use (past 30 days)	U.S. YRBS 2023	New Mexico YRRS 2023	Carlsbad SFS 2025
E-Cigarettes	16.8%	18.8%	15.6%
Alcohol	22.1%	16.4%	13.2%
Marijuana	17.0%	17.9%	11.9%

SOURCES: NM <https://youthrisk.org> and U.S. <https://yrbs-explorer.services.cdc.gov/#/>

Population of Focus: This project will focus on youth from grades 6th-12th, for prevention and education.

Strategies and Initiatives: The Teens in Action-Youth Council is a representation of different sectors of our youth population that advocate for their peers. Once a month the youth council meets to learn prevention strategies through the evidence-based Sources of Strength program. This is a suicide prevention program that is currently being implemented by the Coalition in the middle and high school and have expanded to the community in order to reach all youth and provide opportunities and activities outside the public school system. This program focuses on the 8 dimensions of wellness for overall health. This initiative is proven to be effective through the implementation of protective factors used.

WHAT gives you **STRENGTH?**



SOURCES OF STRENGTH

FAMILY SUPPORT	Whether related to us by blood, or by choice, these are the people who support, nurture, and care for us.
POSITIVE FRIENDS	Positive Friends lift us up, make us laugh, are honest with us, and are there for us when we need them.
MENTORS	A Mentor is an experienced person who shares their insight to help guide us and help us draw on our own Strengths to be the best version of ourselves.
HEALTHY ACTIVITIES	When we feel stressed, Healthy Activities - whether they are social, physical, or emotional - help us unwind, lift our mood, and gain clarity.
GENEROSITY	Generosity can look a lot of different ways, from donating money or time, to being intentionally kind to other people. These acts of kindness towards others, big or small, can make an impact on how we feel about ourselves.
SPIRITUALITY	Spirituality is practiced in many ways, but at its core we consider what gives us a sense of purpose and connection in our spirit. Thankfulness is a profound way to practice Spirituality together no matter what our cultural heritage and/or spiritual tradition.
PHYSICAL HEALTH	When we are injured, we don't have to stay in pain. We can get better with access to the medical care we need and deserve. Physical and social/emotional pain are often integrated and it's important to take care of our bodies, hearts, and minds.
MENTAL HEALTH	Mental Health is all about getting the support we need and deserve to help us when we are struggling. Our Mental Health is a very important part of living a healthy life, and oftentimes, getting together with a trusted person, counselor, or doctor can help empower us to overcome internal struggles we might be facing.



Sources of Strength is supported in part by the Opioid Settlement Fund of Eddy County.

After the youth council meets, they plan free events for youth in the community to participate in, that are positive and healthy ways to socialize with their peers outside of substance use and risky behaviors. This in turn reduces first onset use of substances and reduces risky behaviors. The program encourages youth to get involved in their community, partner with other agencies and organizations, and give back to their community.

Previous events hosted by the Teens in Action have brought in, on average, 100 youth per event. Some events, including the most recent, was a Glow Night at Top Nock where youth played games, danced, and ate. Other initiatives have been, glow in the dark Capture the Flag at the Beach Bandshell, Miniature Golf, Waterpark, Bowling, 5k Fun Run, Pies for Prevention, Toilets on Lawns, and many other events. At every event there is a prevention theme, food, and an activity. The youth-council also gives back. Some of those initiatives have been to provide Valentine Cards and Easter bags to CARC residents, participate in other organizations events, football tailgate party with Community Impact Council, and develop campaigns that are peer driven about prevention.

The Coalition's vision is to expand this program to its full potential is our goal. There are more opportunities to explore, including mentorship opportunities, campaign development, and more philanthropic initiatives.

2. WORKPLAN:

Table: 1-Year Action Plan

Goal 1: Reduce opioid and illicit drug misuse and abuse among the youth in Eddy County, NM.

Objective 1: Increase awareness and perception of harm to opioids and illicit drug exposure, misuse, and abuse by 2% by June 30, 2027.

Strategy 1: Trainings, Awareness Campaigns and Alternative Events to reduce use and overdose rates in Eddy County, NM.

Activity	Who is responsible?	By when?
Collect data to better understand the current local youth substance use and misuse and risky behaviors in the community through the Strategies for Success survey, focus groups, and community feedback.	Program Director/ Program Manager/ Program Assistant/ Evaluator	6/30/2027
Provide training to youth council volunteers regarding the Sources of Strength Model.	Program Manager/ Program Assistant	6/30/2027
Develop media campaigns related to Wellness Wheel in the community geared toward peers.	Media Developer/ Program Manager/ Youth Council	6/30/2027
Participate in opportunities to give back to the community to increase protective factors.	Program Director/ Program Manager/ Program Assistant/ Media Developer/ Youth Council	6/30/2027
Provide youth events in the community that are free, promote positive messages and engage youth.	Program Director/ Program Manager/ Program Assistant/ Media Developer/ Youth Council	6/30/2027

Process Measures:

1. # of youth surveys collected and results
2. # of youth council members/#meetings attended
3. # of campaigns developed/# of venues used to promote campaigns
4. # of events/people reached through events
5. #/of outreach efforts to community through partnerships

Outcome Indicators:

1. Youth past 30-day use of alcohol, marijuana, and e-cigarettes (SFS)
2. Youth past 30-day substance use to get high (SFS)
3. Youth reporting first onset use of illegal substance (SFS)

We will measure this Goal and Objective through our youth Strategies for Success (SFS) survey that is collected annually in the fall with middle and high school students. Surveys are collected electronically through an online survey system (~2,000 collected annually).

3. BUDGET AND BUDGET NARRATIVE

REQUEST – Personnel Narrative (All staff are contractors-they pay their own taxes)

Position (1)	Name (2)	Key Staff (3)	Annual Salary/ Rate (4)	Level of Effort (6)		Total Salary Charged to Award (7)
(1) Project Director, 0.10 FTE	Joana Wells	Yes	\$49.89/hour	10%		\$10,400.00
(2) Operations Manager/ Media Developer, 0.10 FTE	Tiffany Shirley	Yes	\$39.30/hour	10%		\$8,200.00
(3) Program Manager 0.60 FTE	Hannah Ornelas	Yes	\$33.75/hour	60%		\$42,000.00
(4) Program Assistant 0.50 FTE	TBD	Yes	\$20/hour	50%		10,400.00
REQUEST						\$ 71,000.00

REQUEST – Justification for Personnel

1. **Project Director: (0.10 FTE) Joana Wells** will be responsible for overseeing all aspects of the project from documentation to staff execution of services, assisting in the planning and implementation of strategies, and working closely with the Media Developer and Program Manager. Responsible for reporting progress to the City of Carlsbad, NM and maintaining funding requirements.
2. **Operations Manager/Media Developer: (0.10 FTE) Tiffany Shirley**, responsible for overseeing the operations of program planning and implementation, as well as media development.
3. **Program Manager: (0.60 FTE) Hannah Ornelas**, responsible for implementing training, youth council meetings and events, and SOS programming in the schools.
4. **Program Assistant: (0.50 FTE) TBD**, responsible for assisting Program Manager with youth council and initiatives.

REQUEST – Supplies Narrative

Item(s)	Rate	Cost
Media		\$4,100.00
Social Media Campaigns: (Paid ads)	$\$100.00/\text{per month} \times 12 \text{ months} =$ $\$1,200.00$	
Radio:	$\$200.00/\text{per month} \times 12 \text{ months} =$ $\$2,400.00$	
Flyers:	$\$0.50/\text{flyer} \times 1000 \text{ flyers} =$ $\$500.00$	
Educational Material		\$300.00
Education Material: (Booklets)	$\$6.00/\text{Booklet} \times 50 =$ $\$300.00$	
Youth Events		\$9,000.00
Venue Rentals:	$\$500.00/\text{month} \times 6 =$ $\$3,000.00$	
Youth Incentives:	$\$250.00/\text{event} \times 12 =$ $\$3,000.00$	
Youth Materials:	$\$250.00/\text{event} \times 12 =$ $\$3,000.00$	
Outreach-Partner Agencies		\$600.00
Materials/Incentives:	$\$50/\text{month} \times 12 \text{ months}$ $\$600.00$	
REQUEST		\$14,000.00

REQUEST – Justification for Supplies

1. Media through radio, social media, flyers, and billboards to support the goal of increased awareness of costs/consequences of opioid use and exposure.
2. Educational materials for adults regarding the dangers of opioids and illicit drugs through Sources of Strength trainings (booklets).
3. Youth Events: The youth council will host events at different locations around town for youth to attend free as an alternative to alcohol, tobacco, and other drug parties. Venue rentals are necessary to hold events. The council provides youth incentives throughout the year for youth engagement. Youth materials are needed for events such as games, promoting events, etc.
4. Outreach-Partner Agencies-Materials to distribute.

INDIRECT COST RATE

Calculation (1)	Indirect Cost Charged to the Award (2)
Organization's Indirect Cost Rate	\$5,000.00
REQUEST – TOTAL INDIRECT COST RATE	\$5,000.00

II. EXPERIENCE IN THE FIELD/FAMILIARITY WITH City of Carlsbad, NM

Project Director: Joana Wells has a Bachelor's Degree in Psychology with a minor in Family Studies from the University of New Mexico (2005). She has been the Executive Director of the Coalition since 2016, and Coordinator of Teen Court and Program Assistant from 2011-2016, giving her ample experience with the population of focus for the opioid grant. Mrs. Wells also holds her certification as a Prevention Specialist since 2021, she is currently the only person in our region to hold this certification. Mrs. Wells was born and raised in Carlsbad and understands the culture and intimate details of subpopulations and communities around the county. She worked for Child Protective Services in the county for three years, giving her a deeper understanding of the specific risk and protective factors of youth and families.

Operations Manager/Media Developer: Tiffany Shirley has been the Operations Manager for the Coalition for the past ten years. She has extensive knowledge in implementing evidence-based programs through State and local grant funding sources. Mrs. Shirley also has an Associate Degree in Business. She also has a work history of being a Pharmacy Technician. Mrs. Shirley has built many partnerships within the community over the years and is currently an elected officer on the school board. Mrs. Shirley has been the Coalition's Media Developer for the past 10 years.

Program Manager: Hannah Ornelas has been a Program Manager with the Coalition for the past two years and was an assistant for one year for a total of 3 years with the Coalition. Hannah has worked on several state and federal grants and has experience with working with community partners and implementing evidence-based programming within the schools.

Program Assistant: TBD

III. TIMELY RESPONSIVENESS WITHIN WORKING VICINITY

The Carlsbad Coalition has been contracted with the City of Carlsbad, NM since 2011 for the Teen Court of Eddy County program receiving \$30,000 this current fiscal year. The Coalition plans on transferring the Teen Court of Eddy County program to the Eddy County DWI Program for implementation starting July 1, 2026 and the Coalition will no longer be requesting funds from the City for this program.

IV. PAST RECORD OF PERFORMANCE

The Carlsbad Coalition was a recipient of the Drug-Free Communities Grant awarded by the Federal Government in 2004-2014. The Coalition was also a mentor recipient for the Artesia Drug/Crime Coalition so they could receive the same funding and expand efforts county-wide. The Coalition has also maintained a State grant through the SAMHSA-New Mexico Department of Health Office of Substance Abuse Prevention since 2011. This grant is renewed annually through grant compliance and progress. The Coalition also provides direct service programming through multiple programs and these are funded through Federal, State and local grants as well as Municipal (City and County) and private donations. Through all these different funding sources, the Coalition has always been in compliance with contract requirements. The Coalition maintains being in Good Standing with the State of New Mexico Attorney General as a non-profit identity.

Through all these funding sources, the Coalition has been able to receive an extensive amount of training regularly, to keep up with emerging drug trends, community needs, and readiness. The Coalition continues to assess these needs through surveys annually and partnerships. The Coalition has a strong working relationship with law enforcement and the schools as well as community organizations and businesses.

The Coalition has worked on several initiatives surrounding emerging drug trends, but also opioids specifically through the Office of Substance Abuse Prevention grant. The Coalition started the prescription drug take-back events with first responders and law enforcement back in 2010 and now it is self-sustaining through the City of Carlsbad twice a year. Through this same grant, we were able to work with physicians and pharmacies about talking to their patients about safe storage and disposal of prescription medication along with our efforts of parent presentations. The Coalition continues these efforts by providing cabinet locks to adults to use to keep medications and substances out of reach of people whom it was not intended for. The Coalition funded a K-9 for the Carlsbad Police Department so they could restart their K-9 program which was non-existent for almost 10 years. The Coalition also held a community-wide campaign a few years ago to purchase more K-9s for the Department, since the new law passed to legalize marijuana recreationally, our previous K-9s were no longer allowed to patrol due to the training they have received on marijuana.

CAPACITY AND CAPABILITY

COALITION MULTISECTOR REPRESENTATION:

The current makeup of the Coalition is embodied by the 12 sectors in the community that represent their individual sector's needs and attributes. The youth in the Coalition work as our eyes and ears into the new trends happening with their peers and what risky behaviors the youth are demonstrating. The Coalition currently provides a youth alternative sentencing program through the Teen Court of Eddy County. This gives great insight into offenses youth are committing and what law enforcement is doing to enforce the laws. Parents represented, are willing to share information with other parents about the dangers of opioids and other drugs to keep their children safe. Healthcare providers, including medical providers, are willing to educate their patients on safe storage and disposal of prescription medications as well as follow the Centers for Disease Control guidelines for prescribing opioids for pain. Educational leaders, school administration, and staff are willing to allow the Coalition to continue to survey their students, annually, to monitor substance use, perception of harm, and perception of risk of being caught. The administration is also willing to make changes to school policies and prevention efforts based on recommendations of the Coalition. Law Enforcement works closely with the Coalition to reduce crime in the community. In previous years, the Coalition purchased a K-9 for the local police department, which was needed for the safety of the officers during searches. This has shown to be beneficial in the schools for drug searches on campus and we have seen a reduction in substance use on campus and in students reporting being offered/sold illegal drugs on campus since they began doing drug dog sweeps. Law enforcement partners with the Coalition to conduct drug take-back events twice a year to reduce unused prescription medication from getting into the wrong hands. Faith-based groups commit to working with their youth groups by providing positive alternative activities to drug use. They also donate their space for coalition and community events. The government, the City of Carlsbad, and the County of Eddy New Mexico have been financial supporters of the Teen Court program, they continue to provide free space to the Coalition to conduct hearings. The governmental entities show public support to our organization to reduce crime in the area. Businesses contribute by mentoring youth in our community toward career goals as an alternative to criminal

activity by providing volunteer opportunities. The Coalition's partners from other civic organizations are committed to collaborate with community service projects with the youth and adults and making environmental changes. Treatment partners offer resources to parents and youth who are either struggling with substance use or to maintain sobriety. Media has been great about writing public service announcements regarding Coalition efforts as well as their investment into the opioid epidemic and getting education out to the public. Local/national substance abuse agencies have provided insight into drug trends, evidence-based as well as innovative strategies to combat the opioid epidemic that have been beneficial to the Coalition.

Three years ago, the Coalition has formed a Community Impact Council consisting of non-profit organizations, law enforcement, school representation, college representation, businesses, and parents. This group was formed to support each other's efforts in the community by providing resources, insights, and connections to have a unified effort to support our community. The Coalition plans to work with these community partners to raise awareness surrounding opioids and illicit drugs.

Carlsbad Community Anti-Drug and Gang Coalition

Profit & Loss

01/13/26

January through December 2025

Cash Basis

	Jan - Dec 25
Ordinary Income/Expense	
Income	
Operations Income	15,420.63
Opioid Grant Income	73,577.87
OSAH Income	107,825.00
OSAP Income	122,830.89
SPF Income	300,000.00
STOP Income	61,373.48
Teen Court Income	35,847.85
TOP Income	57,830.00
Total Income	774,705.72
Expense	
Admin Fee	-44,297.20
CAC	
Admin Fee	2,280.84
Total CAC	2,280.84
Operations	
Administrative Cost	16,536.07
Advertising/Media	4,057.17
Contract	7,700.00
Domain Registration/Web Hosting	219.07
Incentives	111.75
Insurance - Liability	375.00
Meals & Food	4,338.43
Mileage	49.00
Miscellaneous	8,164.46
Payroll Tax	293.70
Postage	31.20
Rent	19,500.00
Supplies	2,613.16
Total Operations	63,989.01
Opioid Grant	
Administrative Cost	10,911.78
Contract	37,330.27
Media-Newspaper	4,025.00
Media-Program Ad	2,040.00
Media-Social Media Ad	2,269.35
Supplies	6,740.29
Training Materials	1,276.50
Total Opioid Grant	64,593.19
OSAH	
Advertising/Media	1,872.00
Contract	54,799.92
Incentives	24.00
Meals & Food	376.20
Supplies	689.61
Total OSAH	57,761.73

Carlsbad Community Anti-Drug and Gang Coalition

Profit & Loss

01/13/26

January through December 2025

Cash Basis

	Jan - Dec 25
OSAP Expenses	
Admin Fee	5,004.58
Advertising/Media	2,301.56
Brochures	775.33
Contract	68,362.88
Educational & Rec Supplies	3,240.61
Evaluation Services	21,939.00
Incentives	5,906.23
Insurance	1,176.00
Meals & Food	7,458.04
Mileage	1,710.55
Miscellaneous	300.00
Office Rental	10,000.00
Payroll Tax	-293.70
Subscriptions and Dues	786.20
Supplies	8,035.79
Training	13,500.00
Travel	2,701.73
Wages	-689.34
Total OSAP Expenses	152,215.46
Payroll Expenses	1,283.97
SPF Expenses	
Admin Fee	27,457.76
Advertising/Media	13,506.72
Contract	116,722.69
Evaluation	44,785.00
Incentives	2,649.09
Mileage	113.40
Supplies	6,825.27
Travel	1,412.83
Travel-Transportation	482.39
Youth Event	180.93
SPF Expenses - Other	1,675.00
Total SPF Expenses	215,811.08
STOP Expenses	
Admin Fee	2,564.14
Advertising/Media	2,316.56
Contract	45,320.57
Evaluation	5,000.00
Events	95.55
Incentives	1,882.18
Supplies	2,358.99
Training	1,036.78
Youth Event	2,842.88
Total STOP Expenses	63,417.65
Teen Court	
Admin Fee	5,198.01
Contract	32,599.68
Incentives	399.50
Meals & Food	726.83
Supplies	4,001.97
Wages	689.34
Total Teen Court	43,615.33

Carlsbad Community Anti-Drug and Gang Coalition

Profit & Loss

January through December 2025

	<u>Jan - Dec 25</u>
Teens In Action	
Incentives	192.29
Meals & Food	1,121.08
Supplies	948.38
Venue	380.00
Youth Event	1,258.28
Teens In Action - Other	225.98
	<hr/>
Total Teens In Action	4,126.01
TOP	
Admin Fee	1,989.96
Contract	29,470.68
Incentives	8,770.40
Meals & Food	522.83
Stipend	900.00
Supplies	1,335.18
	<hr/>
Total TOP	42,989.05
Wages	12,102.96
	<hr/>
Total Expense	679,889.08
	<hr/>
Net Ordinary Income	94,816.64
	<hr/>
Net Income	94,816.64



 1314 S Canal St Carlsbad
NM 88220

 575 200-1377

Executive Director Patricia Jacquez

 hopenm.org

 patjacqu@hotmail.com

RE: OUTSIDE AGENCY FUNDING 26-27

CITY OF CARLSBAD
JESSICA PONCE

BUDGET/ GRANTS ANALYST

Dear Mayor and City Council Members of the City of Carlsbad,

On behalf of the Carlsbad Community of Hope Center, we would like to respectfully request funding in the amount of \$40,000 to continue and expand the vital services we provide to individuals and families throughout Carlsbad and Eddy County.

First and foremost, we want to express our sincere gratitude to the City of Carlsbad for partnering with us year after year. Your continued support has allowed us to serve individuals from all walks of life—those experiencing homelessness, addiction, financial hardship, mental health challenges, and crisis situations. With your partnership, we have been able to restore hope, dignity, and stability to countless members of our community over the past decade.

Hope Center Program Overview

The Carlsbad Community of Hope Center has proudly served our community for **over 10 years** with a mission centered on restoration, accountability, and compassion. We are a faith-based organization committed to meeting both immediate needs and long-term life transformation through comprehensive support services.

Our programs are designed to remove barriers that prevent individuals from achieving stability and independence. Over the past decade, we have consistently provided assistance with:

- SNAP and Medicaid applications
- Obtaining birth certificates and Social Security cards
- State IDs and driver's licenses
- Transportation assistance and bus tickets
- Job preparedness classes, job applications, and resume writing
- Financial education classes, budgeting assistance, and credit improvement
- Veterans' assistance and referrals

90-Day Residential Program: A Pathway to Stability and Independence

The Carlsbad Community of Hope Center's 90-Day Residential Program is a structured, accountability-based program designed to help individuals break cycles of homelessness, addiction, and financial instability while building a sustainable foundation for independent living.

Participants enter the program voluntarily and commit to a clear set of expectations that emphasize responsibility, personal growth, and long-term success. Each individual is paired with case management support to assess their unique needs, set achievable goals, and track progress throughout the program.

A core component of our program is financial accountability. All participants are required to obtain employment and save 80% of their earned income during their time in the program. This disciplined savings requirement allows individuals to rebuild financial stability, prepare for housing upon completion, and learn practical money management skills that many have never had the opportunity to develop.

In addition to employment and savings, participants engage in life-skills development, including:

- Job readiness and workplace accountability
- Resume building and job application assistance
- Budgeting and financial literacy education
- Credit improvement guidance
- Time management and goal setting

The program also places a strong emphasis on recovery and emotional healing. Participants receive access to peer support, addiction recovery resources, anger management, and counseling services for substance abuse and mental health challenges. Through professional referrals and in-house support, individuals are given tools to address root causes rather than temporary symptoms.

As a faith-based organization, spiritual growth is an essential pillar of the 90-Day Program. Participants attend Bible studies, weekly worship services, and Celebrate Recovery, fostering accountability, community connection, and inner healing. These opportunities create a supportive environment where individuals are encouraged to grow spiritually while developing healthy relationships and support systems.

Throughout the program, participants are held to clear standards of conduct, including sobriety, participation in scheduled activities, and respect for staff and fellow residents. This structure mirrors real-world expectations and prepares individuals for successful reintegration into the community.

Upon completion of the 90-Day Program, participants leave with:

- Stable employment
- Significant personal savings
- Improved life skills and financial literacy
- Connections to housing and continued support resources
- Renewed confidence, accountability, and hope

This program has proven to be a powerful tool in helping individuals regain dignity, stability, and independence. By addressing financial, emotional, spiritual, and practical needs simultaneously, the Carlsbad Community of Hope Center equips participants with the tools necessary for lasting transformation—not just temporary relief.

Case Management & Recovery Support

At the heart of our organization is intensive case management, where each client receives personalized support based on their specific needs. We provide access to professional services and peer support addressing:

- Alcohol and drug addiction recovery
- Mental health support
- Anger management
- Substance abuse counseling
- Peer support and mentoring

Our trained staff and peer support counselors work closely with each individual to help them navigate recovery, rebuild relationships, and develop essential life skills. While some services are part of our residential program, many of our life-skills classes and support services are available to the entire community, not just enrolled clients.

Faith-Based Support & Community Engagement

As a faith-based organization, spiritual growth and fellowship are foundational to our work. We offer:

- Regular Bible studies
- Weekly worship service attendance
- Celebrate Recovery participation
- Group fellowship and field trips

These opportunities foster accountability, healing, and community connection—critical components for long-term success and personal transformation.

Community Outreach & Feeding Programs

In addition to structured programs, we are deeply committed to serving those with immediate needs:

- **Tuesday Hot Meals:** Each week, we open our doors to anyone in the community who is hungry and in need of a hot meal—no questions asked.
- **Friday Outreach Feeding:** Our team goes directly to areas where the chronically homeless reside, delivering boxed hot meals, water, tents, sleeping bags, flashlights, hygiene kits, and spiritual guidance, along with prayer and personalized assistance.

Annual Jericho Walk & Bike Run

Each year, we host our Annual Jericho Walk and Bike Run, a free community event that brings together churches, families, and residents to unite in prayer over our city. This event includes free food, community fellowship, and Christian artists from across the country, all while supporting local businesses and showcasing Carlsbad's hospitality. The Jericho Walk embodies our mission of unity, faith, and community restoration.

Winter Weather Emergency Shelter

During the winter months, when temperatures drop below freezing, we operate an emergency winter shelter, opening our facility to provide safety, warmth, and care. Guests receive a hot dinner, a safe place to sleep, and a hot breakfast the following morning. This life-saving service ensures that no one in our community is left exposed to dangerous winter conditions.

New Shower Trailer Initiative

We are excited to introduce our new mobile shower trailer, which will be deployed to local parks and outreach areas. This initiative provides individuals in need with:

- A clean, private shower
- Fresh towels
- Clean clothing and shoes

Access to hygiene restores dignity, improves health outcomes, and often serves as the first step toward re-engagement with support services, employment, and housing.

Conclusion

With the City of Carlsbad's continued partnership, we can further strengthen our impact and ensure that hope remains accessible to every individual who walks through our doors—or whom we meet on the streets.

With gratitude and respect,

Carlsbad Community of Hope Center
Robert Jacquez
575-706-0376
robjacquez@gmail.com



February 27, 2026

Honorable Mayor Richard Lopez and esteemed City Councilors,
City Administrator Wendy Austin
City of Carlsbad
P.O. Box 1569
Carlsbad, NM 88221-1569

RE: FY 2026–2027 Budget Request – Carlsbad Department of Development

Dear Mayor Lopez, Councilors, and Ms. Austin,

On behalf of the Carlsbad Department of Development (CDOD), thank you for your continued partnership and investment in Carlsbad’s economic future. CDOD serves as the economic development organization for the City of Carlsbad and Eddy County, working to strengthen our tax base, support workforce growth, and position the community for long-term resilience.

We respectfully request **\$200,000 in funding for FY 2026–2027** to continue delivering coordinated, strategic economic development services on behalf of the City.

Use of Funds

City funding enables CDOD to operate as the front door for economic development in Carlsbad and ensures the community remains competitive in attracting and retaining investment. Specifically, these funds support:

- **Business Attraction & Project Management**
Active recruitment and management of a pipeline currently exceeding 120 projects across 16 industry sectors, including retail, manufacturing, energy, and industrial development.
- **Housing & Redevelopment Initiatives**
Advancement of critical housing projects tied directly to workforce growth, including catalytic redevelopment efforts at The Cascades. Recent progress includes the \$7M Project River View development, with additional projects totaling over \$22M in active investment.
- **Business Retention & Expansion (BR&E)**
Direct engagement with existing industry across oil and gas, potash, nuclear, healthcare, and commercial sectors to support expansion, address challenges, and retain jobs and capital investment.

- **Strategic Marketing & Site Selector Engagement**
Representation of Carlsbad at targeted industry events such as ICSC, where CDOD, alongside City leadership, actively recruits national retailers and developers aligned with local growth.
- **Workforce & Talent Pipeline Development**
Coordination with Carlsbad Municipal Schools, Southeast New Mexico College, and industry partners to align workforce training with current and future employer needs.
- **Policy Advocacy & State/Federal Engagement**
Representation of Carlsbad in legislative and regulatory discussions impacting energy, housing, and infrastructure, including formal engagement on key legislation affecting the community's economic base.
- **Public-Private Partnership Development**
Engagement of nearly 80 private sector investors representing Carlsbad's core industries, reinforcing alignment between public priorities and private investment.
- **Project Incentives, LEDA Support & State Coordination**
Development and management of City LEDA projects, including application preparation, compliance tracking, and alignment with Carlsbad's long-term economic goals. This also includes incentive packaging and coordination with the New Mexico Economic Development Department (NMEDD) to strengthen project competitiveness and secure investment.
- **Regional Representation & Strategic Positioning**
Active participation in regional and statewide economic development coalitions to ensure Carlsbad has a strong voice in policy development, infrastructure planning, and industrial recruitment efforts.

Organizational Financial Status

CDOD has made significant progress in strengthening its financial position and internal operations. Since mid-2024, the organization has implemented enhanced financial controls, improved reporting practices, and increased transparency to ensure long-term stability and accountability.

As of December 31, 2025, CDOD maintains strong cash balances across its operating accounts. Detailed financial statements and balance sheet documentation are included with this submission for review.

CDOD is in the final stages of completing its most recent independent audit. This process is part of our standard financial governance practices, and any recommendations will be incorporated as part of our ongoing commitment to continuous improvement and sound financial management.

Impact & Performance

Economic development in Carlsbad is active, measurable, and coordinated:

- Over **120 active projects** across the development pipeline
- Over the past two years, CDOD has had an active role in projects representing more than **\$46M** in total retail capital investment, with private dollars significantly outpacing public investment.
- **\$22M** in active investment within The Cascades redevelopment area alone
- Housing and commercial development activity is **expanding the City's tax base** through increased property values, construction activity, and sustained consumer spending.
- CDOD ensures public investment translates into **measurable return** by advancing projects that generate jobs, private capital investment, and long-term revenue for the community.

Economic development is not accidental. It is coordinated, long-term, and requires sustained partnership between the public and private sectors.

The City's investment allows CDOD to continue driving projects forward, leveraging private capital, and ensuring Carlsbad remains competitive in an increasingly aggressive economic development landscape.

We appreciate your consideration and welcome the opportunity to present this request in person.

Sincerely,



Kristen Gamboa
Executive Director
Carlsbad Department of Development

Statement of Financial Position

Carlsbad Department of Development

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Assets	
Current Assets	
Bank Accounts	
10000 Cash & Cash Equivalents	\$452.11
1010 Petty Cash	115.00
1020 Cash-CNB Operating #6174	240,388.28
1040 Cash-CNB Savings #7372	29,226.41
1060 Cash-CNB Revolving Loan #1111	67,383.07
1090 First American Savings #1907	254,725.54
1100 Western Commerce Bank	257,530.69
1200 Pioneer Bank 1831	271,113.00
Total for 10000 Cash & Cash Equivalents	\$1,120,934.10
13000 Payroll Holding	-819.17
Total for Bank Accounts	\$1,120,114.93
Accounts Receivable	
1110 Accounts Receivable	91,000.00
Total for Accounts Receivable	\$91,000.00
Other Current Assets	
1135 Other A/R Adj inv In excess	326,741.00
1141 A/R IRS 941 refund	3,964.26
1150 Allowance of Membership Dues	45.00
1156 Accounts Receivable American Fu	2,926.32
12000 Undeposited Funds	1,000.00
12010 Prepaid expenses	\$0.00
12030 Other Expenses	1,800.00
12050 Prepaid Legal Fees	8,101.51
1210 Prepaid Insurance	12,819.50
Total for 12010 Prepaid expenses	\$22,721.01
1350 Land Held for Resale	271,780.32
14000 Notes Receivable	\$0.00
14001 Current Portion of LT Debt	4,062.67
Total for 14000 Notes Receivable	\$4,062.67
Total for Other Current Assets	\$633,240.58
Total for Current Assets	\$1,844,355.51

Statement of Financial Position

Carlsbad Department of Development

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Fixed Assets	
1500 PROPERTY AND EQUIPMENT	
1510 Furniture & Equipment-CDOD	66,670.74
1520 Furniture & Equipment-Cascades	3,878.27
1550 Improvements-Cascades	735,072.96
1560 CDOD Website	39,662.66
Total for 1500 PROPERTY AND EQUIPMENT	\$845,284.63
1599 Accumulated Depreciation	-451,793.41
Total for Fixed Assets	\$393,491.22
Other Assets	
1600 OTHER ASSETS	
1610 Investment in Land	69,326.00
1710 Security Deposits	2,770.50
Total for 1600 OTHER ASSETS	\$72,096.50
1800 Due from former employee	\$424,738.97
1801 Allow for doubtful accts	-356,759.15
Total for 1800 Due from former employee	\$67,979.82
1900 Right-of-Use Asset	187,720.80
Total for Other Assets	\$327,797.12
Total for Assets	\$2,565,643.85
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
2010 Accounts Payable	\$15,007.76
Accrued Accounts Payable	19,019.27
Total for 2010 Accounts Payable	\$34,027.03
Total for Accounts Payable	\$34,027.03
Other Current Liabilities	
2400 Payroll Liabilities	
2121 FUTA	138.08
2130 State Income Tax Withheld	1,086.60
2145 NM Workers Comp Fee	14.40
2150 Accrued IRA Contributions	3,485.30
2403 Accrued PTO	16,603.62
Total for 2400 Payroll Liabilities	\$21,328.00
2410 Prepaid Dues	46,505.33
2420 Invoices in Excess of Accrual	5,567.02
Total for Other Current Liabilities	\$73,400.35
Total for Current Liabilities	\$107,427.38

Statement of Financial Position

Carlsbad Department of Development

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Long-term Liabilities	
2450 Operating Lease Liability	187,720.80
Total for Long-term Liabilities	\$187,720.80
Total for Liabilities	\$295,148.18
Equity	
3000 NET ASSETS	\$0.00
3010 Unrestricted	2,475,972.46
3020 Restricted Temporary	64,109.31
Total for 3000 NET ASSETS	\$2,540,081.77
3001 Change in Net Assets	10,909.07
3999 Change in Net Assets	-205,357.40
Net Income	-75,137.77
Total for Equity	\$2,270,495.67
Total for Liabilities and Equity	\$2,565,643.85



Carlsbad MainStreet
Pearl of the Pecos Arts & Culture District
102 S. Canyon St., Carlsbad NM 88220
(575) 628-3768
carlsbadmainstreet@gmail.com

Financial Audit Statement
Outside Agency Funding Supporting Document

Dear City of Carlsbad Budget Committee,

Carlsbad MainStreet's most recent independent financial audit was completed in July 2024. This audit covered the organization's financial records and operations and confirmed that our financial practices were in good standing at that time.

During 2025, Carlsbad MainStreet experienced organizational transitions, which impacted our administrative capacity and delayed the scheduling of our next audit. Throughout this adjustment period, our Board of Directors remained committed to ensuring the organization continued operating within appropriate financial controls.

In January 2026, Carlsbad MainStreet strengthened its financial management structure by engaging Lisa James, a contract Chief Financial Officer (CFO), to assist with financial oversight, reporting, and compliance. With this support now in place, the organization fully intends to complete the next independent financial audit in 2026.

Carlsbad MainStreet remains committed to transparency, accountability, and sound financial management as we continue to support downtown revitalization and community development within the City of Carlsbad.

Kind regards,

Denise Green
Executive Director
Carlsbad MainStreet



Request for City of Carlsbad Funds FY 2026/2027

March 4, 2026

Dear City of Carlsbad Budget Committee:

The Carlsbad MainStreet Board of Directors sincerely thanks the City of Carlsbad for its continued support of our mission to drive economic development and revitalization in the heart of our community. For more than 20 years, Carlsbad MainStreet has proudly worked to strengthen and enhance Downtown Carlsbad.

We are pleased to share that Carlsbad MainStreet has once again achieved full accreditation as a Main Street America™ Program meeting requirements set by both New Mexico MainStreet (NMMS) and the National MainStreet organization. This recognition reflects our ongoing commitment to preserving and improving our downtown district.

With the City's invaluable support, we've made significant progress in beautifying and revitalizing Downtown Carlsbad. Your continued partnership allows us to build on this momentum; supporting local businesses, creating vibrant community spaces, and making downtown a destination where families gather to dine, explore, and make lasting memories.

Some of our most notable achievements in the year 2025/2026:

- Our organization began the oversight and management of the Cavern Theatre operations
- Transformed the Vendor Relations & Event Coordinator role into a steady, year-round part time position, managing the Farmers' and Makers' Market extended season. With our community calling for more programming and by enhancing our Farmers' and Makers' Market experience, we are pleased to report that we have the flexibility to cover the demand.
- Hosted our signature event CavernFest. The summer kick off street festival spanned two days and saw 10,000 people in attendance.
- Through the success of CavernFest, we were able to award four CavernFest Façade Grants to downtown businesses amounting to over \$10,000 into our district
- Brought back Saturday morning markets on a regular basis and partnered with the Carlsbad Municipal School district to host our annual Back to School Block Party & Pep Rally and partnered with SIMCO for the market season. The average weekly market averaged 200-300 attendees.
- Worked closely with the City of Carlsbad to have a successful start to the 4th of July celebration. MainStreet also hosted the Downtown Fall Festival and Electric Light Parade, the Light Parade in 2025 was our largest to date in which we were able to utilize the Cavern Theatre for a free movie sponsored by Eddy County.
- Worked closely with the downtown businesses, hosted a volunteer mixer, and helped with resources and opportunities for new businesses to relocate to the district.
- Over the past year we have seen 10 new businesses open in the district.



Carlsbad MainStreet Project
102 S. Canyon St. Carlsbad, NM 88220
575-628-3768 carlsbadmainstreet@gmail.com

- Carlsbad MainStreet Board of Directors voted to reactivate the Pearl of the Pecos Arts and Cultural Committee to further enhance the experiences our Arts and Cultural District provides to residents and visitors alike.

As our vision and our accomplishments expand, so does the need for investment. We constantly look for ways to become further involved in the expansion of business, beautification, and improved public perception of our district. Carlsbad MainStreet has several projects and goals we seek to accomplish this next year and your continued support would help achieve those goals.

For 2026/2027, some projects in the works (in addition to all our annual events) are:

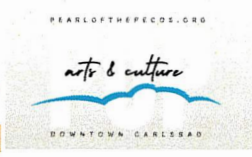
- Continue and build on management and operational functions of the recently rehabilitated Cavern Theatre, in partnership with the City of Carlsbad.
- Work with NMMS revitalization specialists to create a wayfinding plan for the district and continue providing service requests to merchants within our district parameters.
- Continue partnering with the City of Carlsbad, Carlsbad Department of Development and NMMS to re-visit our MRA designation report, which was first introduced in 2019.
- Develop a three year business plan for the Cavern Theatre with NMMS specialists.
- Further beautification efforts for the district façade renovations, and murals. Seeking grant opportunities to apply for our “Alley Activation” project which has been included in our masterplan (2010) and our cultural economic development plan (2023).
- Undergo an “Alley Activation/Neon Grant” project to bring a creative mural and light display to our district. A Creative Industries Division grant has already been received to jump start this effort.
- Implement district music and street dance series throughout the district.

In FY 2025/2026, our organization received \$100,000 in funds from the City of Carlsbad Executive fund through our Downtown Revitalization Services Contract. For FY 2026/2027, we are respectfully requesting \$100,000 once again to be designated for our Executive Director Salary and operating expenses (\$70,000), CavernFest (\$20,000) and our Vendor Relations and Event Coordinator Salary (\$10,000). As our organization’s capacity continues to grow, these funds, in addition to funds from Eddy County, combine to create positive public-private partnerships that are essential to the success of our downtown revitalization efforts.

Carlsbad MainStreet thanks you greatly for your outstanding support in 2025-2026, and we appreciate your consideration for our requests for 2026-2027.

Respectfully submitted,

Denise Green
Executive Director Carlsbad MainStreet Arts & Culture District



CARLSBAD MAINSTREET 2025 Operating Budget

2026 OPERATING EXPENSES

- SALARIES	\$137,000.00
(Executive Director, Assistant Director, Assistant & Vendor Relations & Event Coordinator)	
- PAYROLL TAXES	\$17,810
- CONFERENCES, TRAINING, DUES	\$5,000.00
(2026 projected total) (State & National)	
- OFFICE RENT & STORAGE	\$25,200.00
- OFFICE EXPENSES (Office supplies, printer etc.)	\$5,000.00
- DUES & SUBSCRIPTIONS	\$4,970.36
- INSURANCE (Workers Comp, General Liability)	\$2,638.92
- ACCOUNTING & LEGAL	\$25,000.00
- TOTAL	\$ 222,619.28

2026/2027 INCOME

- CITY GRANT	\$ 100,000.00
\$70,000 Director Salary/Portion of operating expenses (rent, payroll taxes etc.)	
\$20,000 CavernFest	
\$10,000 Vendor Relations & Event Coordinator payroll	
- EDDY COUNTY GRANT	\$ 35,000.00
- Pearl of the Pecos Agreement	\$ 30,000.00
Used to support staff salary and ACD programming	
- United Way of Eddy County (grant)	\$2,500.00
Used to support Vendor Relations & Event Coordinator (who manages Farmers' & Makers' Markets payroll) and program growth	
- Cavern Theatre Administration	\$24,000.00
TOTAL	\$ 191,500.00
Projected Expenses	\$ 222,619.28
Projected Income	\$ 191,500.00
TOTAL	(-\$31,119.28)

Statement of Financial Position

Carlsbad MainStreet Project

As of December 31, 2025

DISTRIBUTION ACCOUNT	TOTAL
Assets	
Current Assets	
Bank Accounts	
12010 CNB/Farmer's Market 64807	6,990.33
12020 CNB/General 57070	162,990.08
Account Savings & Program Reserves	150,000.00
Total for Bank Accounts	\$319,980.41
Other Current Assets	
12000 Undeposited Funds	20,328.00
QuickBooks Tax Holding Account	3,980.12
Total for Other Current Assets	\$24,308.12
Total for Current Assets	\$344,288.53
Total for Assets	\$344,288.53
Liabilities and Equity	
Liabilities	
Current Liabilities	
Other Current Liabilities	
24000 Payroll Liabilities	\$3,126.15
Medicare	28.33
NM Income Tax	-211.00
NM Unemployment Tax	-19.29
NM Worker's Compensation Fee	-285.27
Total for 24000 Payroll Liabilities	\$2,638.92
Direct Deposit Payable	0.00
Total for Other Current Liabilities	\$2,638.92
Total for Current Liabilities	\$2,638.92
Total for Liabilities	\$2,638.92
Equity	
30000 Opening Balance Equity	0.00
3010 Retained Earnings	236,671.81
Net Income	104,977.80
Total for Equity	\$341,649.61
Total for Liabilities and Equity	\$344,288.53



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CARLSBAD MAINSTREET
102 S CANYON ST
CARLSBAD NM 88220-5733

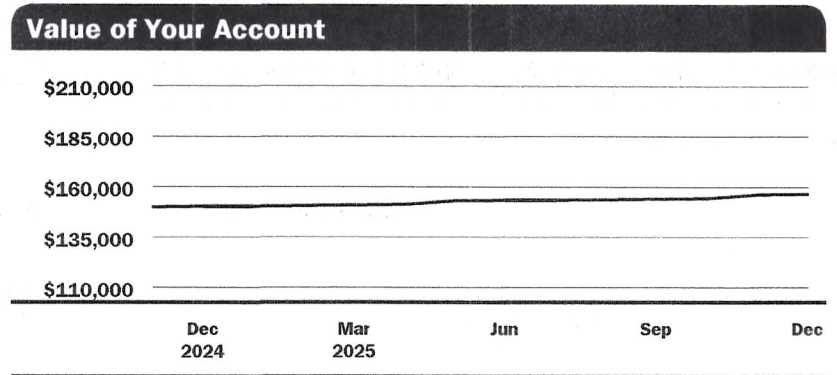


Your 2025 tax forms from Edward Jones

Edward Jones will furnish all Forms 1099-R and 1099-Q by Jan. 31, 2026, and all Consolidated 1099 Tax Statements by Feb. 15, 2026, per IRS requirements. We may not receive final information from issuers by Feb. 15, in which case your tax statement will not be final. Some issuers have until March 15 to provide final information. Visit us at edwardjones.com/taxcenter to learn more about your Edward Jones tax forms.

Association - Select
Portfolio Objective - Account: Balanced Toward Growth

Account Value	
\$156,621.18	
1 Month Ago	\$156,363.36
1 Year Ago	\$150,224.18
3 Years Ago	\$0.00
5 Years Ago	\$0.00



Value Summary		
	This Period	This Year
Beginning Value	\$156,363.36	\$150,224.18
Assets Added to Account	0.00	0.00
Assets Withdrawn from Account	0.00	0.00
Fees and Charges	0.00	0.00
Change In Value	257.82	6,397.00
Ending Value	\$156,621.18	

For more information regarding the Value Summary section, please visit www.edwardjones.com/mystatementguide.

Rate of Return					
Your Personal Rate of Return for Assets Held at Edward Jones	This Quarter	Year to Date	Last 12 Months	3 Years Annualized	5 Years Annualized
	0.97%	4.15%	4.15%	—	—



Carlsbad Transitional Housing and Homeless Shelter
502 S. Halagueno St., Carlsbad, NM 88220
Phone: (575)200-3095 Email: team@cthhs.org

2026 Request for Funding

Carlsbad Transitional Housing and Homeless Shelter (CTHHS) is a faith-based, community-oriented organization that provides safe, secure, and sanitary housing for families and individuals experiencing economic, personal, and/or family hardship. We were incorporated as a 501(c) (3) non-profit in 1999 and represent a coalition of Carlsbad churches. We are also a partner agency with United Way of Eddy County.

Safe and secure housing is a fundamental need, and one that is essential for individuals if they are going to thrive in our society. CTHHS serves a population that is struggling for its basic needs to be met. Housing, regardless of the quality, is extraordinarily difficult for many in our area to secure. This situation has been compounded exponentially in recent years as the oil industry has moved into the region. By offering two forms of housing to our community, we provide a much-needed service and empower these individuals to move forward with their lives in a more positive and powerful way.

CTHHS owns five single-family, furnished homes. It takes countless hours for our staff and volunteers to maintain these properties for our client families. The Transitional Housing program provides people with help after a crisis that involves homelessness. The crisis may come from domestic violence, illness, financial issues, natural disasters, or other personal crises. Transitional Housing provides structure and support to assist residents in achieving educational, career, and financial goals while living in clean and stable housing. The program provides for a year to three years for applicants who are willing to work with mentors and the CTHHS staff on life skills and other areas appropriate for each resident. Regular visits are made by each resident's mentors as well as the program's housing supervisor. Residents pay rent on a sliding scale and are all employed or going to school full-time. Our referrals come from the community, such as Carlsbad Battered Families Shelter; Children, Youth and Families; Faith, Hope and Love Foundation; local churches; Carlsbad Municipal Schools, and other agencies in the community.

2025 was a very active year for CTHHS. We have had eight (8) families in our six transitional homes. We provided 7,905 nights of shelter for adults and children at a 100% occupancy rate. Unfortunately, our resources are not adequate to meet the needs of our community. As soon as one of the transitional houses becomes vacant and available, we always have multiple families waiting for a home to move into.

We continue to depend heavily on our volunteer mentors to assist with managing the needs of our clients in Transitional Housing. Several single parents, in our Transitional Housing program, have obtained or are maintaining sole custody of their children. The children are receiving additional resources in regards to health and education that they otherwise would not have.

Board of Directors:

Larry W. Gregory, President—Alana Carreon, Vice President—
Chito Aguilar—Mike Owens—Brian McGonagill—Andrew Marshall—Paula Crabb-Ramirez
Brad Coates





Carlsbad Transitional Housing and Homeless Shelter

502 S. Halagueno St., Carlsbad, NM 88220

Phone: (575)200-3095 Email: team@cthhs.org

In June of 2016, CTHHS constructed an eight-room emergency shelter for individuals and families; each room contains four beds, allowing us to house up to thirty-two people. This facility is the only one of its kind in Carlsbad and is utilized nightly by many, including the homeless, who simply cannot afford the high cost of motel rooms or an apartment in our area.

In 2024, our Emergency Shelter assisted 92 clients with safe, sanitary shelter. This was 2,361 nights of shelter. The Emergency Shelter's clients were offered a variety of resources, including food, clothing, transportation, and a range of other services. The resource network CTHHS is part of enabling clients to be assessed and assisted at multiple levels, affording them a robust level of care. In addition to providing shelter, we also assist those in need with information on affordable housing options in our area, employment opportunities, and referral services for necessities like food and clothing. We also offer the shelter clients, as well as the pedestrian traffic we service, other resources such as postal service, access to the internet, and telephone usage to assist with job searches, obtaining federal and state assistance, and making personal care appointments. We also provide shower facilities and toiletries for the pedestrian traffic. The Shelter provided community support for 259 walk-in clients. In 2025, our Emergency Shelter assisted 61 clients with safe, sanitary shelter. There was a drop in 2025 because many of our clients at the Emergency Shelter work in the restaurant and hospitality industry. They were unable to afford local rent without the assistance of HUD- Eastern Regional Housing Authority, Alianza grants, and other federal and state funding programs, which were frozen for the majority of 2025. In some cases, we successfully paired same sex clients who became roommates to share the cost of rental housing. And, in other cases, we had to rotate clients once they had saved enough to afford motel rooms.

In addition to providing shelter, we also assist those in need with information on affordable housing options in our area, employment opportunities, and referral services for necessities like food and clothing. We also offer shelter for clients, as well as the pedestrian traffic we service, other resources such as postal service, access to the internet, and telephone usage to assist with job searches, obtaining federal and state assistance, and making personal care appointments. The shelter provided community support for 567 walk- in clients.

Testimonials:

In 2025, we had a man in his 40's, who had experienced the financial devastation of a divorce. At the time, he was working as a DoorDash driver until his car broke down. This man came to the Emergency Shelter and secured two restaurant jobs, working 18 to 20 hours a day to pay off his debt. In no time, he became the shift manager at both restaurants.

Board of Directors:

Larry W. Gregory, President—Alana Carreon, Vice President—

**Chito Aguilar—Mike Owens—Brian McGonagill—Andrew Marshall—Paula Crabb-Ramirez
Brad Coates**





Carlsbad Transitional Housing and Homeless Shelter
502 S. Halagueno St., Carlsbad, NM 88220
Phone: (575)200-3095 Email: team@cthhs.org

As mentioned, because of the lack of housing assistance, we had to rotate this man out of the emergency shelter to make way for others in need. It was assumed that he moved into a motel room. Two months later, he returned and asked if there was availability, because he had been living in an encampment and his personal belongings had been stolen.

When he returned, he mentored a homeless young man in his early 20's, who worked at a fast-food restaurant, slept at "the Plaza" across from San Jose Catholic Church, and would come to the Emergency Shelter to take showers. This young man was a child of the foster care system, in another state, and did not know the sense of family. These two men had an older brother – younger brother bond. Because of this, they became co-workers at the same two restaurants. A short time later, they moved out and moved to an apartment where they became roommates. Both are doing great!

Also, in 2025, an attendee at a senior citizen center would attend the center for lunch, but other patrons noticed that he was sleeping in his car. He had no drug and alcohol issues, just two siblings in town who wanted their own space. We took him to the Emergency Shelter. Each day, his brother would pick him up at 8:00 am, help him with his job, but refused to let him live with him. It took a lot of counseling and handholding to help this man take stock of his life. We became the family that cares about our clients. He now has a senior citizen apartment, and we were able to furnish his apartment from our storage building.

As we look forward to the 2026-2027, we anticipate the need to do several maintenance upgrades to our aging properties, and purchase new ones to meet our growing clientele and their demands.

The success of our efforts to combat homelessness in our community would not be possible without the funding granted from the United Way and the City of Carlsbad. We are so very grateful to be partnered with such generous organizations, and we greatly appreciate everything our partnering organizations do to assist us in our mission.

Our request for the coming year to the City of Carlsbad is \$100,000.00. The funds will be used to fund our general operations, such as: payroll, repairs and maintenance, purchases, utilities, etc.....

Board of Directors:

Larry W. Gregory, President—Alana Carreon, Vice President—
Chito Aguilar—Mike Owens—Brian McGonagill—Andrew Marshall—Paula Crabb-Ramirez
Brad Coates



To whom it may concern: I am writing this letter to express my gratitude for the transitional housing program. I was born and raised in Carlsbad, and I love my hometown. With many difficulties I have faced in my life and a passion to overcome these difficulties I humbly searched for a helping hand. My prayers have been answered with the help from CTTHS. I have dedicated myself to improving our lives, maintaining my sobriety, furthering my education and most importantly growing in my spiritual journey. While in this program I have received connection to resources, I am held accountable and the requirements for remaining in the program line up with my recovery. This program has given me support while raising my Ten-year-old son as well. Johnie and the team at Carlsbad Transitional Housing and Homeless Shelter have been a blessing to both me and my child. I am now in my second semester at South East New Mexico College. I am working towards a degree in social work in hopes to help children and young adults in challenging situations. Thanks to CTTHS I have a safe place to pursuit my dreams.

Dear Supporters,

I am writing to express my deepest gratitude for the life-changing support I have received through Transitional Housing. Before finding my way here, I was in a volatile relationship and facing the terrifying prospect of being homeless with my children. Today, because of your generosity, our lives look completely different.

Having a safe, stable place to live has allowed me to rebuild our lives from the ground up. I have been able to return to school, and, despite the challenges of the past year, I have maintained a 3.97 GPA. This environment gave me the mental clarity to focus on my education and, more importantly, on my children.

Your support has allowed me to be fully present for my family. My disabled son is with me for the majority of the year, and this home provides the stability he requires. When my 7-year-old recently faced mental health struggles, I did not have to worry about finding him help. I was able to tend to him fully without the weight of outside stressors.

While I have been part of this transitional program longer than I initially anticipated, every day has been an opportunity for growth. The staff have become the support system I never had, supporting my sons at school events, making Christmas special, and educating me on other programs that will benefit us as I finish school and find my footing. They are teaching me how to navigate the world as I am, so that when we leave, we stay successful.

Thank you for giving families like mine the opportunity to find our place in the world again. You have given us more than a residence; you have given us a chance to breathe, to learn, and to thrive.

With sincere thanks,

Sarah Prouty

Statement of Activity

Carlsbad Transitional Housing & Homeless Shelter,
January-December, 2025

DISTRIBUTION ACCOUNT	TOTAL
Income	
1000 General Operating Revenue	
1401 General Donations	14,734.00
1403 Donations -Church Contributions	6,241.00
1404 Corporate/Foundation Grants	2,600.00
1405 Grants - Other	6,000.00
1450 Food Donation In-Kind	3,896.35
1455 Toiletries & Supplies Donations In Kind	339.00
1460 Furniture and Fixtures Donation in Kind	1,786.00
1490 Interest Income	2,291.32
Total for 1000 General Operating Revenue	\$37,887.67
1408 Other Income	13,750.00
2000 Client Services Revenue	
2400.1 Rental Income-403 N Mesquite	560.00
2400.2 Rental Income-709 Lea	1,540.00
2400.5 Rental Income - 502 S.Halagueno	12,000.00
2400.6 Rental Income-209 S Mesquite	3,000.00
2400.7 Rental Income - 1002 Albert	4,320.00
2400.9 Rental Income - 4909 Mesilla	5,804.00
Total for 2000 Client Services Revenue	\$27,224.00
3000 United Way Revenues	
3411 UW Contributions - Shelter	6,345.00
3412 UW Contributions - Transitional	10,405.00
3413 UW Contributions - Other	5,066.71
Total for 3000 United Way Revenues	\$21,816.71
4000 City of Carlsbad Revenue	
4412 Grant - City of Carlsbad	60,000.00
Total for 4000 City of Carlsbad Revenue	\$60,000.00
Total for Income	\$160,678.38
Gross Profit	\$160,678.38
Expenses	
1001 General Operating	
1200 315 W Bronson Expenses	
1624.0 Insurance-315 W Bronson	3,142.50
1646.0 Misc Expenses-315 W Bronson	72.90
1661.0 Electric-315 W Bronson	2,337.07
1662.0 Water & Refuse-315 W Bronson	824.61
1663.0 Repairs-Other-315 W Bronson	880.81
1664.0 Pest Control-315 W Bronson	1,212.48
1665.0 Plumbing Repairs-315 W Bronson	471.47
1666.0 HVAC Repairs-315 W Bronson	511.21
Total for 1200 315 W Bronson Expenses	\$9,453.05

Statement of Activity

Carlsbad Transitional Housing & Homeless Shelter,
January-December, 2025

DISTRIBUTION ACCOUNT	TOTAL
1600 Salaries & Wages-Shelter	43,749.75
1606 Payroll Taxes	3,506.88
1607 Drug Testing Supplies	10.73
1620 Professional Fees	4,349.56
1624 Insurance	6,503.00
1626 Dues & Subscriptions	667.22
1630 Board Meeting Expenses	187.11
1631 Office Meeting Meals	619.56
1632 Misc. Expenses	1,000.00
1635 Office Supplies	4,512.93
1639 Bank & Merchant Fees	188.59
1640 Postage & Delivery	166.43
1641 Utilities-Internet & Telephone	1,950.28
1642 Supplies	535.12
1650 Client Support	4,429.87
1651 Alarm & Security	152.02
1655 Client Support - Food Vouchers	19.34
1663 Repairs & Maintenance	793.77
1680 Advertising & Promotion	110.63
Total for 1001 General Operating	\$82,905.84
2001 Client Services Expenses	
2101 403 N Mesquite Expenses	
2624.1 Insurance	1,278.00
2642.1 Supplies - 403 N Mesquite	641.90
2646.1 Misc Expenses-403 N Mesquite	7.48
2650.1 Client Expense	269.67
2661.1 Electric-403 N Mesquite	2,169.39
2662.1 Water & Refuse-403 N Mesquite	895.32
2663.1 Repairs-Other-403 N Mesquite	1,594.61
2664.1 Pest Control-403 N Mesquite	95.40
2666.1 HVAC Repairs-403 N Mesquite	332.93
Total for 2101 403 N Mesquite Expenses	\$7,284.70
2102 709 Lea Expenses	
2624.2 Insurance	1,306.00
2642.2 Supplies - 709 Lea	94.89
2646.2 Misc Expenses-709 Lea	97.00
2660.2 Gas-709 Lea	252.23
2661.2 Electric-709 Lea	1,278.18
2662.2 Water & Refuse-709 Lea	953.19
2663.2 Repairs-Other-709 Lea	171.85
2664.2 Pest Control-709 Lea	85.00
Total for 2102 709 Lea Expenses	\$4,238.34

Statement of Activity

Carlsbad Transitional Housing & Homeless Shelter,
January-December, 2025

DISTRIBUTION ACCOUNT	TOTAL
<hr/>	
2105 502 S. Halagueno Expenses	
2600.5 Salary - Transitional Housing	43,749.75
2606.5 Payroll Taxes	3,506.87
2624.5 Insurance	1,909.00
2641.5 Telephone - 502 S. Halagueno	502.13
2642.5 Supplies - 502 S Halagueno	12.00
2660.5 Gas - 502 S. Halagueno	567.12
2661.5 Electric - 502 S. Halagueno	1,259.79
2662.5 Water & Refuse - 502 S. Halague	1,061.23
2663.5 Repairs - 502 S. Halagueno	40.00
2664.5 Pest Control - 502 S. Halagueno	848.81
2666.5 HVAC Repairs - 502 S. Halagueno	24.66
Total for 2105 502 S. Halagueno Expenses	\$53,481.36
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2106 209 S Mesquite Expenses	
2624.6 Insurance	1,987.00
Total for 2106 209 S Mesquite Expenses	\$1,987.00
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2107 1002 Albert	
2624.7 Insurance	1,490.00
2661.7 Electric - 1002 Albert	1,591.67
2662.7 Water & Refuse- 1002 Albert	1,020.48
2663.7 Repairs-Other - 1002 Albert	10.00
2666.7 HVAC Repairs- 1002 Albert	230.90
2683.7 Supplies & Materials	33.23
Total for 2107 1002 Albert	\$4,376.28
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2108 709 Lea Storage Building	
2624.8 Insurance	2,116.00
2641.8 Telephone - Lea St	841.39
2661.8 Electric	984.21
2663.8 Repairs & Maintenance	367.30
2664.8 Pest Control	85.91
2666.8 HVAC	367.30
Total for 2108 709 Lea Storage Building	\$4,762.11
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2109 4909 Mesilla	
2624.9 Insurance	259.50
2642.9 Supplies - 4909 Mesilla	83.08
2646.9 Misc Expenses - 4909 Mesilla	93.43
2650.9 Client Expenses	201.81
2661.9 Electric - 4909 Mesilla	2,102.07
2662.9 Water - 4909 Mesilla	975.13
2663.9 Repairs - Other - 4909 Mesilla	752.22
2665.9 Plumbing Repairs - 4909 Mesilla	251.46
Total for 2109 4909 Mesilla	\$4,718.70
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2605 Community Service Expense	1,082.00
Total for 2001 Client Services Expenses	\$81,930.49

Statement of Activity

Carlsbad Transitional Housing & Homeless Shelter,
January-December, 2025

DISTRIBUTION ACCOUNT	TOTAL
Payroll Expenses	-0.01
Unapplied Cash Bill Payment Expense	0.00
Total for Expenses	\$164,836.32
Net Operating Income	-\$4,157.94
Net Other Income	
Net Income	-\$4,157.94



March 4, 2026

Dear City Council,

Imagine a world where every young person in our community has the confidence to dream big, the skills to succeed, and the support to make life-changing decisions. For 16 years, that's exactly what **MyPower** has been creating. We are a 501(c)(3) nonprofit, and thanks to generous supporters like you, we've transformed the lives of 16,071 students since 2010, at NO COST to our youth. **Your monetary investment in our youth isn't just changing individual lives; it's reshaping Eddy and Lea County.**

OUR NUMBERS TELL THE STORY: (Numbers reflected in our most recent completed fiscal year)

- ✓ **1,524** students empowered
- ✓ **79% REDUCTION** in teen births for 15-17-year-olds in Lea County
- ✓ **200+** elementary students in Mentoring Circles across 9 schools in Lea County & Eddy County
- ✓ **1,000+** middle school girls reached through our programs
- ✓ **180+** future leaders developed at Leadership Camp

OUR VISION FOR TOMORROW

- Growing our 2026 Mentoring Circles program for girls
- Enhancing our 2026 Mentoring Circles program for boys into the 3 schools we expanded into this past year
- Incorporating a Therapy Dog (Remi) in 2026 that will break down barriers, create deeper emotional connections, and provide a profound sense of safety for our students

YOUR PARTNERSHIP MATTERS

Our programs work. Our impact is proven. As we prepare for another year of empowering youth, we need partners who believe in the power of prevention and the strength of mentorship.

- A young girl and boy who will graduate high school instead of becoming a teen parent
- A student who will develop leadership skills that last a lifetime
- A community where youth thrive instead of just survive

ALL OF MYPower'S PROGRAMS ARE FREE TO STUDENTS. We are requesting \$75,000 from the City of Carlsbad for the MyPower Mentoring Circles program in Carlsbad.

**YOUR investment has made our work possible. THANK YOU!
We hope you will continue to support our evolving organization.**

Our community is healthy and thriving when our young people are healthy and thriving. It remains **MyPower's** commitment to engage the community and continue this work.

Total Carlsbad Budget-Cottonwood & Desert Willow Elementary Schools:

Carlsbad Mentoring Program	
Program Coordinator	15,000.00
Support Staff	8,000.00
Consulting	35,000.00
Temp Services	1,000.00
Gas	12,000.00
T-Shirts	1,000.00
Student Assessments	3,000.00
Promotional Brochures	1,000.00
Program Supplies	5,000.00
Program - Parent Meetings	1,400.00
Program - Circle Snacks	4,000.00
Group Kits, Nonconsumables	1,400.00
Graduation	5,000.00
Field Trips	18,000.00
Facilitator Expenses	600.00
Curriculum, Journals	600.00
Total Carlsbad Mentoring Program	112,000.00

We look forward to partnering with you to continue impacting thousands of students!

Best Regards,

Danielle Hernandez

Danielle Hernandez, MBA
MyPower Executive Director

Elaine Sena Cortez

Elaine Sena Cortez, DBA
Business Consultant



PECOS VALLEY DRUG TASK FORCE



Eddy County Sheriff's Office

February 10, 2026

Carlsbad Police Department

Fifth Judicial District Attorney's Office

Artesia Police Department

City of Carlsbad Budget Committee:

RE: \$25,000 Request for Fiscal Year 2026-2027 Outside Agency Funding

The Pecos Valley Drug Task Force is requesting \$25,000 in operational funding for the 2026 fiscal year. This supplemental funding will be/has been used to directly support enforcement and investigative activities, including surveillance, maintenance of confidential sources, controlled purchases of evidence, case preparation, and multi-agency coordination for the successful prosecution of cases. It will also enhance officer safety and operational effectiveness through the purchase of necessary equipment and training and will be crucial to sustain and expand narcotics enforcement operations in response to increased drug and human trafficking within our community. This increased activity, in conjunction with the cost of rising caseload demands and the complexity of fentanyl and methamphetamine-related investigations has led to critical budget deficits this fiscal year. To further compound the problem, we have not received an increase in our baseline grant funding in several years.

- The PVDTF is subject to an annual review by the NM HIDTA Director's office; Eddy County, Lea County; and occasionally by the Office of the National Drug Control Policy (ONDCP). There have been no recommendations, material weaknesses or findings associated with our agency in any of these reviews.
- Our organization is a grant-funded initiative that operates through our fiscal agent on a reimbursement basis; therefore, we do not maintain a cash balance or have any type of investments.

We would be pleased to have a conversation with anyone that has questions or comments regarding this funding's impact on task force operations. We greatly appreciate the financial support that the City of Carlsbad has provided in prior years, and we look forward to continuing that relationship. This funding helps us reduce the availability of dangerous narcotics on our streets, meaning fewer overdoses, less drug-related crime and human trafficking which affords our residents, children, schools and local businesses with a safer and healthier community.

Sincerely,

Luis Ortega
Commander

PHONE (575) 887-5194 • FAX (575) 887-3437 • P.O. BOX 2204 • CARLSBAD, NEW MEXICO 88221-2204



**SOUTHEASTERN NEW MEXICO
ECONOMIC DEVELOPMENT DISTRICT**

COUNCIL OF GOVERNMENTS

1600 SE Main, Suite D
Roswell, NM 88203
Phone: (575) 624-6131
Fax: (575) 624-6134
www.snmedd.com

Dora Batista
Executive Director

March 11, 2026

Richard Lopez, Mayor
City of Carlsbad
P.O. Box 1569
Carlsbad, NM 88221

RE: FORMAL BUDGET REQUEST FOR FY 2026-2027

Dear Mayor Lopez:

This letter will serve as a formal budget request for financial assistance to the SNMEDD and for your continued participation as an active member. We sincerely appreciate your support over these many years and we have enjoyed having Councilor Lisa Ann Anaya-Flores on the SNMEDD Board representing the City of Carlsbad.

Our state funding this year will be \$99,000.00. Our federal grant for the coming year will be \$70,000.

We enjoy 100% participation by our local governments and we continue to work hard to maintain our revenues at an amount that allows us to provide service to all of our members in a variety of ways. It is with the revenue we receive from our local governments that we are able to assist the communities in the district and to participate in state and regional activities that are beneficial to all.

We hope you will be able to support the SNMEDD at the recommended fee to be voted on at the April 2026 Board of Directors Meeting (see enclosed dues structure). We will be sending you an invoice for your membership dues on July 2, 2026.

Your membership and support is very important. We will be happy to attend your budget hearings to provide additional information and answer any questions you may have.

Sincerely,


Dora Batista
Executive Director

Encl: Work Program
Latest Quarterly Report
Current Budget
Proposed Dues Structure
W-9



**SOUTHEASTERN NEW MEXICO
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Dora Batista
Executive Director

March 2, 2026

City of Carlsbad
P.O. Box 1569
Carlsbad, NM 88221-1569

The Southeastern New Mexico Economic Development District/Council of Governments would like to thank the City of Carlsbad for your past support and ask that you consider our request to be included in the City's next fiscal year's budget.

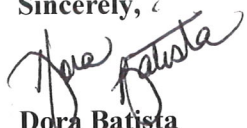
Our COG represents the Southeastern part of the State of New Mexico. We cover the 5 counties of Lea, Chaves, Eddy, Lincoln and Otero and the 21 municipalities within those counties.

We act as a liaison between state and local government and assist our member governments with technical assistance and capacity building; economic development; planning for major capital improvements; procuring federal and state aid for needed capital improvement projects. We organize the county capital outlay hearings with the legislators and maintain a presence in Santa Fe during the session to represent your needs and assist our legislators. We provide funding opportunities; capacity building funding and disseminate information that is important to your area. We provide guest speakers from the Federal and State Government to our Board meetings to talk about important issues or opportunities that could affect you as well as an array of other services we provide.

We have recently assisted the City of Carlsbad with their capital outlay requests; an Engagement Strategy for the Dark Canyon Bridge & Bikeway Project; administer your CDBG projects; used technical capacity funds to purchase grant management software for the City and are involved with other City initiatives.

The dues for the City are: \$7,641.00 annually. Your support, along with the other municipalities and counties in our district, allow us to continue offering our support especially to our rural communities who do not have the staff or capacity.

Attached is a current balance sheet. Please let us know if you need any additional documentation and a representative will be present at your budget committee meeting March 20, 2026. Thank you.

Sincerely,

Dora Batista
Executive Director



**SOUTHEASTERN NEW MEXICO
ECONOMIC DEVELOPMENT DISTRICT**

COUNCIL OF GOVERNMENTS

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Dora Batista
Executive Director

**Statement
Audit Status and required Cash Balances**


The Southeastern New Mexico is current on their audits. Their fiscal year 2025 has a financial statement opinion of "Unmodified". No material weaknesses or noncompliance materials were noted. There was only one finding and that was a condition that resulted in not having 50% of the uninsured accounts be collateralized as required by State Statute. SNMEDD manages the Southeast Region's Governmental Results and Opportunities funds ("GRO") which is an in and out type of account. This resulted in having high cash balances at the end of the month. We were not aware our bank was not collateralizing our accounts. This has since been remedied with the Bank and we are receiving monthly statements of collateralization.

Cash Balances as of December 31, 2025:

- Cash on Hand: Less than \$100 petty cash
- Pioneer Checking Account \$142,671.43
- Pioneer Checking Account (federal) \$304,903.36
- Bank of the Southwest Savings Account \$136,871.67
- GRO Account \$200,000.00
- No CDs or long term investments



Dora Batista
Executive Director



Pansy Moffitt
Financial Officer



Southeast NM Community Action Corporation

Taking Action. Changing Lives.

City of Carlsbad
Attn: [City Administrator / Grants Department / Mayor's Office]
101 N. Halagueno St.
Carlsbad, NM 88220

Re: Request for Grant Funding to Support Senior Citizen Services

Dear Jessica Ponce - Budget/Grant Analyst,

Southeast NM Community Action Corporation (SNMCAC) respectfully submits this request for financial support from the City of Carlsbad to assist in strengthening essential services provided to low-income seniors in our community. As you know, SNMCAC plays a vital role in ensuring that our senior residents have access to nutritious meals, safe transportation, and supportive services that allow them to maintain independence and quality of life.

In 2025, SNMCAC served approximately 1,200 low-income seniors and provided 121,994 hot meals throughout Eddy County. Of the 121,994 meals served in 2025, approximately 67,645 hot meals were served to Carlsbad residents. City funding directly supports the Carlsbad meal site and delivery routes, which serve approximately 259 seniors daily.

The requested increase from \$60,000 to \$100,000 will allow SNMCAC to offset rising food costs and expand meal access without reducing service levels. These services continue to experience increased demand as the senior population grows and economic pressures intensify. To maintain program stability and meet community needs, we are seeking **\$100,000** in grant funding from the City of Carlsbad.

Purpose of Requested Funds

The requested funds will be used to support:

1. Meal service operations, including food preparation and delivery
2. Transportation assistance for seniors needing access to meal sites, medical appointments, and essential services.
3. Program equipment and facility needs, such as kitchen repairs, vehicle maintenance, or replacement of aging equipment.
4. General program support to ensure uninterrupted services for Carlsbad seniors.

Community Impact

City support will directly benefit Carlsbad residents by:

1. Ensuring consistent access to hot, nutritious meals.
2. Reducing food insecurity among vulnerable seniors.
3. Supporting aging-in-place efforts.
4. Strengthening community health and wellness
5. Maintaining essential services that many seniors rely on daily

SNMCAC has a long-standing partnership with the City of Carlsbad, and we deeply value the support you have provided over the years. Continued investment in senior services helps us protect the well-being of some of the most vulnerable members of our community.

We would welcome the opportunity to meet with you to discuss this request further or provide any additional documentation needed for consideration.

Thank you for your continued commitment to the seniors of Carlsbad and for your support of the programs that serve them.

Sincerely,

Rita Archuleta
SNMCAC Senior Citizen Director



Southeast NM Community Action Corporation

T a k i n g A c t i o n . C h a n g i n g L i v e s .

- 1.) Written statement describing the most current year financial statement audit, including any findings and corrective actions. If the financial statements have not been audited, explain the reason.

The most current year financial statements audit was for our fiscal year ended June 30, 2024 (FY 23-24). The auditor's report was Unmodified; there were no Material Weaknesses or Significant Deficiencies Identified; and there were no Noncompliance Material to Financial Statements Noted. Lastly, there were no Audit Findings resulting from the audit. We are in the process of completing our FY 24-25 year-end audit and expect to finish it in late March 2026.

- 2) The organization's total cash balance as of December 31, 2025. Cash balance includes the
a) Cash on Hand, b) Checking Accounts and Savings, c) CDs, and d) investments.

On December 31, 2025, SNMCAC had a total of \$535,713 in our checking accounts. \$328,316 of those funds are restricted funds. Additionally, the agency had \$95,264 in Accounts Payable and \$32,937 in Payroll liabilities outstanding. Our available working capital at December 31, 2025 was \$79,196. As a federally funded agency operating primarily on reimbursement-based grants, SNMCAC uses working capital to cover operating costs, including payroll, food purchases, and vendor payments, prior to reimbursement.

We did not have any other Cash Balance items other than our checking accounts at December 31, 2025.

Gerry Washburn
Superintendent
408 N. Canyon
Carlsbad, NM 88220
575-234-3300

Carlsbad Municipal Schools

OVERVIEW

The Carlsbad Municipal School District spent the year 2025-2026 setting a new strategic plan in cooperation with the Carlsbad community. The driving values and beliefs that have shaped the strategic plan and priorities are as follows:

- Distributive Leadership
- Customer Service
- Evaluation of Systems
- Data Alignment and Access
- Retention and Recruitment

As such, we have embarked on setting strategic priorities for the district based on the following mission: To challenge and inspire students to develop the skills and aptitudes necessary to make a living, succeed in post-secondary education, and positively impact their world.

GOALS

1. Students can collaborate to share information or exchange ideas using various tools while considering other's perspectives.
2. Students are solutions-oriented and demonstrate persistence in critical thinking.
3. Students demonstrate appropriate professional behaviors through personal responsibility, integrity, and accountability.
4. Students are prepared with essential academic and technical skills to be successful in continuing their education and workforce pursuits.
5. Students advocate for themselves, are engaged in their community, and cultivate competence.

AUDIT

Due to the Federal shutdown in the Fall of 2025, the Office of the State Auditor extended the due date for the submission of the financial and compliance audit for the year ending June 30, 2025. The Single Audit requirements were completed once Federal guidance was received, and the audit was submitted by the due date. The FY25 audit is still under review by the State Auditor, and the report has not been released for public distribution. A copy of the Audit Report can be submitted when the report is released.

Budget Request for Fiscal Year 2026-2027

To assist in meeting the goals outlined above (not all district goals are listed), the Carlsbad Municipal Schools is requesting the following budget amounts. It is understood that the City of Carlsbad provides services to residents and children of Carlsbad, NM. The requested budgeted amounts are intended to supplement existing initiatives in Carlsbad Schools and are not intended to supplement any existing City expenditures (i.e., Crossing Guards, School Resource Officers, etc.)

REQUESTS

City of Carlsbad Natatorium Agreement

\$45,000

Summer Swim Program

\$15,000

Crossing Guards Program

Total Costs \$200,000 – 50 / 50 Cost Share @ \$100,000 each

Youth Citizenship Program (Flow-Through) Character Counts

\$7,000

After School Tutoring (Flow-Through) Boys & Girls Club

\$ 30,000

Carlsbad Municipal Schools

PED - CASH & INVESTMENTS

Fiscal Year: 2025-2026

From Date: 7/1/2025 To Date: 12/31/2025

Include pre encumbrance Print accounts with zero balance Filter Encumbrance Detail by Date Range
 Exclude inactive accounts with zero balance

Account Number	Description	Budget	Adjustments	GL Budget	Current	YTD	Balance	Encumbrance	Budget Bal	% Rem
11000.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$6,173,008.84)	\$0.00	(\$6,173,008.84)	\$7,415,907.40	\$16,459,064.98	(\$22,632,073.82)	\$0.00	(\$22,632,073.82)	366.63%
	FUND: OPERATIONAL - 11000	(\$6,173,008.84)	\$0.00	(\$6,173,008.84)	\$7,415,907.40	\$16,459,064.98	(\$22,632,073.82)	\$0.00	(\$22,632,073.82)	366.63%
12000.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$459,277.00)	\$0.00	(\$459,277.00)	\$171,024.09	\$699,896.31	(\$1,159,173.31)	\$0.00	(\$1,159,173.31)	252.39%
	FUND: TEACHERAGE - 12000	(\$459,277.00)	\$0.00	(\$459,277.00)	\$171,024.09	\$699,896.31	(\$1,159,173.31)	\$0.00	(\$1,159,173.31)	252.39%
13000.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$222,377.65	\$225,692.90	(\$225,692.90)	\$0.00	(\$225,692.90)	0.00%
	FUND: TRANSPORTATION - 13000	\$0.00	\$0.00	\$0.00	\$222,377.65	\$225,692.90	(\$225,692.90)	\$0.00	(\$225,692.90)	0.00%
15200.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$3,822,480.00)	\$0.00	(\$3,822,480.00)	(\$4,802,865.25)	\$337,822.41	(\$4,160,302.41)	\$0.00	(\$4,160,302.41)	108.84%
	FUND: AD VALOREM TAXES-SCHOOL DISTRICT - 15200	(\$3,822,480.00)	\$0.00	(\$3,822,480.00)	(\$4,802,865.25)	\$337,822.41	(\$4,160,302.41)	\$0.00	(\$4,160,302.41)	108.84%
21000.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$450,139.00)	\$0.00	(\$450,139.00)	(\$775,344.12)	\$2,237,755.08	(\$2,687,894.08)	\$0.00	(\$2,687,894.08)	597.13%
	FUND: FOOD SERVICES - 21000	(\$450,139.00)	\$0.00	(\$450,139.00)	(\$775,344.12)	\$2,237,755.08	(\$2,687,894.08)	\$0.00	(\$2,687,894.08)	597.13%
21100.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$988,664.00)	\$0.00	(\$988,664.00)	(\$11,643.54)	(\$1,284,579.71)	\$295,915.71	\$0.00	\$295,915.71	-29.93%
	FUND: UNIVERSAL FREE LUNCH - 21100	(\$988,664.00)	\$0.00	(\$988,664.00)	(\$11,643.54)	(\$1,284,579.71)	\$295,915.71	\$0.00	\$295,915.71	-29.93%
22000.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$51,634.00)	\$0.00	(\$51,634.00)	\$116,218.54	\$126,064.06	(\$177,698.06)	\$0.00	(\$177,698.06)	344.15%
	FUND: ATHLETICS - 22000	(\$51,634.00)	\$0.00	(\$51,634.00)	\$116,218.54	\$126,064.06	(\$177,698.06)	\$0.00	(\$177,698.06)	344.15%
23000.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$716,435.00)	\$0.00	(\$716,435.00)	\$12,128.64	\$588,654.91	(\$1,305,089.91)	\$200.00	(\$1,305,289.91)	182.19%
	FUND: NON INSTRUCTIONAL SUPPORT - 23000	(\$716,435.00)	\$0.00	(\$716,435.00)	\$12,128.64	\$588,654.91	(\$1,305,089.91)	\$200.00	(\$1,305,289.91)	182.19%
24101.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$586,110.84	(\$91,602.08)	\$91,602.08	\$0.00	\$91,602.08	0.00%
	FUND: TITLE I - 24101	\$0.00	\$0.00	\$0.00	\$586,110.84	(\$91,602.08)	\$91,602.08	\$0.00	\$91,602.08	0.00%
24106.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$225,299.64	(\$123,952.18)	\$123,952.18	\$0.00	\$123,952.18	0.00%
	FUND: IDEA - B ENTITLEMENT - 24106	\$0.00	\$0.00	\$0.00	\$225,299.64	(\$123,952.18)	\$123,952.18	\$0.00	\$123,952.18	0.00%
24109.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$8,373.21	\$5,071.94	(\$5,071.94)	\$0.00	(\$5,071.94)	0.00%
	FUND: IDEA - B PRESCHOOL - 24109	\$0.00	\$0.00	\$0.00	\$8,373.21	\$5,071.94	(\$5,071.94)	\$0.00	(\$5,071.94)	0.00%
24153.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	(\$88,117.04)	(\$95,029.68)	\$95,029.68	\$0.00	\$95,029.68	0.00%
	FUND: TITLE III - 24153	\$0.00	\$0.00	\$0.00	(\$88,117.04)	(\$95,029.68)	\$95,029.68	\$0.00	\$95,029.68	0.00%
24154.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$186,433.29	(\$25,747.68)	\$25,747.68	\$0.00	\$25,747.68	0.00%
	FUND: TEACHER / PRINCIPAL TRAINING & RECRUITING - 24154	\$0.00	\$0.00	\$0.00	\$186,433.29	(\$25,747.68)	\$25,747.68	\$0.00	\$25,747.68	0.00%
24174.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$6,360.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
	FUND: CARL D PERKINS - CURRENT - 24174	\$0.00	\$0.00	\$0.00	\$6,360.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
24189.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	(\$84,703.01)	(\$84,858.81)	\$84,858.81	\$0.00	\$84,858.81	0.00%
	ID: STUDENT SUPP ACADEMIC ACHIEVEMENT TITLE IV - 24189	\$0.00	\$0.00	\$0.00	(\$84,703.01)	(\$84,858.81)	\$84,858.81	\$0.00	\$84,858.81	0.00%

Carlsbad Municipal Schools

PED - CASH & INVESTMENTS

Fiscal Year: 2025-2026

From Date: 7/1/2025 To Date: 12/31/2025

Include pre encumbrance Print accounts with zero balance Filter Encumbrance Detail by Date Range
 Exclude inactive accounts with zero balance

Account Number	Description	Budget	Adjustments	GL Budget	Current	YTD	Balance	Encumbrance	Budget Bal	% Rem
24190.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$20,268.72	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
	FUND: TITLE I - CSI - 24190	\$0.00	\$0.00	\$0.00	\$20,268.72	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
24308.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	\$106.10	(\$106.10)	\$0.00	(\$106.10)	0.00%
	FUND: CRRSA / ESSER II - 24308	\$0.00	\$0.00	\$0.00	\$0.00	\$106.10	(\$106.10)	\$0.00	(\$106.10)	0.00%
24330.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	\$750.00	(\$750.00)	\$0.00	(\$750.00)	0.00%
	FUND: ARP ESSER III CDFA - 24330	\$0.00	\$0.00	\$0.00	\$0.00	\$750.00	(\$750.00)	\$0.00	(\$750.00)	0.00%
24339.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	(\$41,915.89)	\$41,915.89	\$0.00	\$41,915.89	0.00%
	FUND: ARP-ESSER VIRTUAL COURSE CFDA - 24339	\$0.00	\$0.00	\$0.00	\$0.00	(\$41,915.89)	\$41,915.89	\$0.00	\$41,915.89	0.00%
25153.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$1,254,560.00)	\$0.00	(\$1,254,560.00)	(\$551,624.33)	\$801,872.57	(\$2,056,432.57)	\$0.00	(\$2,056,432.57)	163.92%
	FUND: MEDICAID - 25153	(\$1,254,560.00)	\$0.00	(\$1,254,560.00)	(\$551,624.33)	\$801,872.57	(\$2,056,432.57)	\$0.00	(\$2,056,432.57)	163.92%
26102.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$421,474.00)	\$0.00	(\$421,474.00)	\$170,000.00	\$591,474.20	(\$1,012,948.20)	\$0.00	(\$1,012,948.20)	240.33%
	FUND: EXXON/XTO ENERGY - 26102	(\$421,474.00)	\$0.00	(\$421,474.00)	\$170,000.00	\$591,474.20	(\$1,012,948.20)	\$0.00	(\$1,012,948.20)	240.33%
26200.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$76,001.00)	\$0.00	(\$76,001.00)	\$0.00	\$76,000.96	(\$152,001.96)	\$0.00	(\$152,001.96)	200.00%
	FUND: CONOCO / PHILLIPS SCHOOL GRANTS - 26200	(\$76,001.00)	\$0.00	(\$76,001.00)	\$0.00	\$76,000.96	(\$152,001.96)	\$0.00	(\$152,001.96)	200.00%
26205.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$328,027.00)	\$0.00	(\$328,027.00)	\$108,000.00	\$436,026.93	(\$764,053.93)	\$0.00	(\$764,053.93)	232.92%
	FUND: CHEVRON - 26205	(\$328,027.00)	\$0.00	(\$328,027.00)	\$108,000.00	\$436,026.93	(\$764,053.93)	\$0.00	(\$764,053.93)	232.92%
26218.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	\$6,596.83	(\$6,596.83)	\$0.00	(\$6,596.83)	0.00%
	FUND: UNITED WAY - 26218	\$0.00	\$0.00	\$0.00	\$0.00	\$6,596.83	(\$6,596.83)	\$0.00	(\$6,596.83)	0.00%
26219.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	(\$1,721.93)	\$3,278.07	(\$3,278.07)	\$0.00	(\$3,278.07)	0.00%
	FUND: PROJECT LEAD THE WAY - 26219	\$0.00	\$0.00	\$0.00	(\$1,721.93)	\$3,278.07	(\$3,278.07)	\$0.00	(\$3,278.07)	0.00%
27107.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$5,069.70	\$2.00	(\$2.00)	\$0.00	(\$2.00)	0.00%
	FUND: 2010 GO BOND LIBRARY SB66 - 27107	\$0.00	\$0.00	\$0.00	\$5,069.70	\$2.00	(\$2.00)	\$0.00	(\$2.00)	0.00%
27109.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$55,148.00)	\$0.00	(\$55,148.00)	(\$55,030.00)	\$118.14	(\$55,266.14)	\$0.00	(\$55,266.14)	100.21%
	FUND: INSTRUCTIONAL MATERIALS-GAA 2019 - 27109	(\$55,148.00)	\$0.00	(\$55,148.00)	(\$55,030.00)	\$118.14	(\$55,266.14)	\$0.00	(\$55,266.14)	100.21%
27128.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000.00	(\$6,000.00)	\$0.00	(\$6,000.00)	0.00%
	FUND: TEACHER RECRUITMENT INITIATIVE - 27128	\$0.00	\$0.00	\$0.00	\$0.00	\$6,000.00	(\$6,000.00)	\$0.00	(\$6,000.00)	0.00%
27130.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	\$253.35	(\$253.35)	\$0.00	(\$253.35)	0.00%
	FUND: FEMININE HYGIENE PRODUCTS - 27130	\$0.00	\$0.00	\$0.00	\$0.00	\$253.35	(\$253.35)	\$0.00	(\$253.35)	0.00%
27149.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$615,070.46	(\$212,945.78)	\$212,945.78	\$0.00	\$212,945.78	0.00%
	FUND: PRE K INITIATIVE - 27149	\$0.00	\$0.00	\$0.00	\$615,070.46	(\$212,945.78)	\$212,945.78	\$0.00	\$212,945.78	0.00%

Carlsbad Municipal Schools

PED - CASH & INVESTMENTS

From Date: 7/1/2025

To Date: 12/31/2025

Fiscal Year: 2025-2026

Include pre encumbrance

Print accounts with zero balance

Filter Encumbrance Detail by Date Range

Exclude inactive accounts with zero balance

Account Number	Description	Budget	Adjustments	GL Budget	Current	YTD	Balance	Encumbrance	Budget Bal	% Rem
27166.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	\$3.56	(\$3.56)	\$0.00	(\$3.56)	0.00%
	FUND: K3 PLUS ESY - 27166	\$0.00	\$0.00	\$0.00	\$0.00	\$3.56	(\$3.56)	\$0.00	(\$3.56)	0.00%
27407.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$0.00	\$5,355.00	(\$5,355.00)	\$0.00	(\$5,355.00)	0.00%
	FUND: FAMILY INCOME INDEX - 27407	\$0.00	\$0.00	\$0.00	\$0.00	\$5,355.00	(\$5,355.00)	\$0.00	(\$5,355.00)	0.00%
27502.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$163,889.67	(\$2,426.33)	\$2,426.33	\$0.00	\$2,426.33	0.00%
	FUND: CAREER TECHNICAL EDUCATION PROGRAM (PILOT) - 27502	\$0.00	\$0.00	\$0.00	\$163,889.67	(\$2,426.33)	\$2,426.33	\$0.00	\$2,426.33	0.00%
27536.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$6,616.37	\$6,616.37	(\$6,616.37)	\$0.00	(\$6,616.37)	0.00%
	FUND: SUMMER READING PROG TRANSPORTATION - 27536	\$0.00	\$0.00	\$0.00	\$6,616.37	\$6,616.37	(\$6,616.37)	\$0.00	(\$6,616.37)	0.00%
27552.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$80,309.98	(\$1,718.00)	\$1,718.00	\$0.00	\$1,718.00	0.00%
	FUND: CTE STATEWIDE INNOVATION ZONE - 27552	\$0.00	\$0.00	\$0.00	\$80,309.98	(\$1,718.00)	\$1,718.00	\$0.00	\$1,718.00	0.00%
27584.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	(\$36,693.46)	(\$79,937.43)	\$79,937.43	\$0.00	\$79,937.43	0.00%
	FUND: ATTENDANCE SUCCESS INITIATIVE - 27584	\$0.00	\$0.00	\$0.00	(\$36,693.46)	(\$79,937.43)	\$79,937.43	\$0.00	\$79,937.43	0.00%
27589.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	(\$48,008.25)	(\$48,008.25)	\$48,008.25	\$0.00	\$48,008.25	0.00%
	FUND: CTE INNOVATION ZONE - 27589	\$0.00	\$0.00	\$0.00	(\$48,008.25)	(\$48,008.25)	\$48,008.25	\$0.00	\$48,008.25	0.00%
29102.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$79,051.00)	\$0.00	(\$79,051.00)	\$220,996.63	\$400,791.85	(\$479,842.85)	\$0.00	(\$479,842.85)	607.00%
	FUND: PRIVATE GRANTS - 29102	(\$79,051.00)	\$0.00	(\$79,051.00)	\$220,996.63	\$400,791.85	(\$479,842.85)	\$0.00	(\$479,842.85)	607.00%
29135.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$8,702,599.00)	\$0.00	(\$8,702,599.00)	\$593,708.82	\$9,274,942.08	(\$17,977,541.08)	\$0.00	(\$17,977,541.08)	206.58%
	FUND: TIP-PAYMENTS IN LIEU OF TAXES - 29135	(\$8,702,599.00)	\$0.00	(\$8,702,599.00)	\$593,708.82	\$9,274,942.08	(\$17,977,541.08)	\$0.00	(\$17,977,541.08)	206.58%
31100.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$83,185,778.00)	\$0.00	(\$83,185,778.00)	(\$3,860,984.98)	\$1,744,215.24	(\$84,929,993.24)	\$0.00	(\$84,929,993.24)	102.10%
31100.0000.12000.0000.000000.0000.00.000000	INVESTMENT ASSETS	\$0.00	\$0.00	\$0.00	\$66,606,772.75	\$158,818,819.32	(\$158,818,819.32)	\$0.00	(\$158,818,819.32)	0.00%
	FUND: BOND BUILDING - 31100	(\$83,185,778.00)	\$0.00	(\$83,185,778.00)	\$62,745,787.77	\$160,563,034.56	(\$243,748,812.56)	\$0.00	(\$243,748,812.56)	293.02%
31125.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	\$0.00	\$0.00	\$0.00	\$31,003,420.00	\$31,003,420.00	(\$31,003,420.00)	\$0.00	(\$31,003,420.00)	0.00%
	FUND: BOND BUILDING 2025 \$30M - 31125	\$0.00	\$0.00	\$0.00	\$31,003,420.00	\$31,003,420.00	(\$31,003,420.00)	\$0.00	(\$31,003,420.00)	0.00%
31200.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$298,267.00)	\$0.00	(\$298,267.00)	\$312,716.00	\$610,233.02	(\$908,500.02)	\$0.00	(\$908,500.02)	304.59%
	FUND: PUBLIC SCHOOL CAPITAL OUTLAY - 31200	(\$298,267.00)	\$0.00	(\$298,267.00)	\$312,716.00	\$610,233.02	(\$908,500.02)	\$0.00	(\$908,500.02)	304.59%
31300.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$425,000.00)	\$0.00	(\$425,000.00)	\$0.00	\$425,000.00	(\$850,000.00)	\$0.00	(\$850,000.00)	200.00%
	FUND: SPECIAL CAPITAL OUTLAY-LOCAL - 31300	(\$425,000.00)	\$0.00	(\$425,000.00)	\$0.00	\$425,000.00	(\$850,000.00)	\$0.00	(\$850,000.00)	200.00%
31600.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$52,519,091.00)	\$0.00	(\$52,519,091.00)	\$4,431,041.54	\$60,589,327.92	(\$113,108,418.92)	\$0.00	(\$113,108,418.92)	215.37%
	FUND: HB-33 CAPITAL IMPROVEMENT - 31600	(\$52,519,091.00)	\$0.00	(\$52,519,091.00)	\$4,431,041.54	\$60,589,327.92	(\$113,108,418.92)	\$0.00	(\$113,108,418.92)	215.37%
31701.0000.11000.0000.000000.0000.00.000000	CASH ASSETS	(\$67,424,163.00)	\$0.00	(\$67,424,163.00)	\$1,491,818.69	\$72,938,520.54	(\$140,362,683.54)	\$0.00	(\$140,362,683.54)	208.18%

Carlsbad Municipal Schools

PED - CASH & INVESTMENTS

Fiscal Year: 2025-2026

From Date: 7/1/2025

To Date: 12/31/2025

- Include pre encumbrance
 Print accounts with zero balance
 Filter Encumbrance Detail by Date Range
 Exclude inactive accounts with zero balance

Account Number	Description	Budget	Adjustments	GL Budget	Current	YTD	Balance	Encumbrance	Budget Bal	% Rem
	FUND: SB9 LOCAL - 31701	(\$67,424,163.00)	\$0.00	(\$67,424,163.00)	\$1,491,818.69	\$72,938,520.54	(\$140,362,683.54)	\$0.00	(\$140,362,683.54)	208.18%
31703.0000.11000.0000.0000000.0000.00.000000	CASH ASSETS	(\$747,529.93)	\$0.00	(\$747,529.93)	(\$490.00)	\$747,039.75	(\$1,494,569.68)	\$0.00	(\$1,494,569.68)	199.93%
	FUND: SB-9 STATE MATCH (CASH) - 31703	(\$747,529.93)	\$0.00	(\$747,529.93)	(\$490.00)	\$747,039.75	(\$1,494,569.68)	\$0.00	(\$1,494,569.68)	199.93%
31900.0000.11000.0000.0000000.0000.00.000000	CASH ASSETS	(\$47,351,649.00)	\$0.00	(\$47,351,649.00)	(\$5,007,474.74)	\$24,519,745.97	(\$71,871,394.97)	\$0.00	(\$71,871,394.97)	151.78%
31900.0000.12000.0000.0000000.0000.00.000000	INVESTMENT ASSETS	\$0.00	\$0.00	\$0.00	\$27,228,843.35	\$45,084,789.77	(\$45,084,789.77)	\$0.00	(\$45,084,789.77)	0.00%
	FUND: ED TECH NOTES - 31900	(\$47,351,649.00)	\$0.00	(\$47,351,649.00)	\$22,221,368.61	\$69,604,535.74	(\$116,956,184.74)	\$0.00	(\$116,956,184.74)	246.99%
41000.0000.11000.0000.0000000.0000.00.000000	CASH ASSETS	(\$72,849,169.60)	\$0.00	(\$72,849,169.60)	(\$48,875,588.32)	\$22,782,652.73	(\$95,631,822.33)	\$0.00	(\$95,631,822.33)	131.27%
	FUND: DEBT SERVICE - 41000	(\$72,849,169.60)	\$0.00	(\$72,849,169.60)	(\$48,875,588.32)	\$22,782,652.73	(\$95,631,822.33)	\$0.00	(\$95,631,822.33)	131.27%
42000.0000.11000.0000.0000000.0000.00.000000	CASH ASSETS	(\$1,482,651.00)	\$0.00	(\$1,482,651.00)	(\$55,116.10)	\$1,344,140.92	(\$2,826,791.92)	\$0.00	(\$2,826,791.92)	190.66%
	FUND: DEFERRED SICK LEAVE - 42000	(\$1,482,651.00)	\$0.00	(\$1,482,651.00)	(\$55,116.10)	\$1,344,140.92	(\$2,826,791.92)	\$0.00	(\$2,826,791.92)	190.66%
43000.0000.11000.0000.0000000.0000.00.000000	CASH ASSETS	(\$26,581,374.00)	\$0.00	(\$26,581,374.00)	(\$18,002,443.33)	\$8,094,960.08	(\$34,676,334.08)	\$0.00	(\$34,676,334.08)	130.45%
	FUND: ED TECH DEBT SERVICE - 43000	(\$26,581,374.00)	\$0.00	(\$26,581,374.00)	(\$18,002,443.33)	\$8,094,960.08	(\$34,676,334.08)	\$0.00	(\$34,676,334.08)	130.45%
Grand Total:		(\$376,443,170.37)	\$0.00	(\$376,443,170.37)	\$59,750,927.58	\$458,900,354.04	(\$835,343,524.41)	\$200.00	(\$835,343,724.41)	221.90%

End of Report