



City of Santa Barbara

Adopted Two-Year Financial Plan for Fiscal Years 2022 and 2023
Including Operating and Capital Budget for Fiscal Year 2022

**Adopted Two-Year Financial Plan
for Fiscal Years 2022 and 2023**

**Including the Operating and Capital Budget
for Fiscal Year 2022**

City of Santa Barbara, California

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Rainbow
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City Administrator's Budget Message

INTRODUCTION

Overview

I'm pleased to present the Fiscal Year (FY) 2022 and 2023 Two-Year Financial Plan including the Operating and Capital Budget for FY2022 to the City Council and community. This is a significant effort by the City organization and one we take seriously as the budget document represents the City's priorities for the upcoming year.

However, we must acknowledge the public health, economic, social, and fiscal climate of the past year and the environment we are in as we prepare this budget. The world continues to grapple with the unprecedented global event of the COVID-19 pandemic. Locally in Santa Barbara, the economic impacts on businesses related to COVID-19 have been felt deep and wide, and the City's budget has been substantially impacted. The City has experienced a significant decline in major revenue sources, including sales tax, transient occupancy tax, and various departmental revenues from reduced or cancelled programs and services. Over the past year, the City has had to reduce operating expenses, reprioritize major initiatives and capital projects, and redesign and quickly implement new and streamlined ways of serving the public while supporting public health initiatives and ensuring their safety.

Budgeting during this time has been the most challenging I've seen in my thirty year career. The need to have a plan to address substantial losses of revenues in our operating budget while maintaining critical services to the community as essential workers has become increasingly more important. The Adopted FY2022 and FY2023 Operating and Capital Budget provides such a plan, similar to the plan that was implemented in order to balance the FY2021 budget.

This is the first year of the two-year financial plan for FY2022 and FY2023. The purpose of preparing a two-year plan is to minimize changes to programs, services, and staffing in the second year. As a result, a much less detailed document is planned to be produced in the second year as compared to the first.

Organization of City Operations

The City provides a full spectrum of services to its residents, which are accounted for in a variety of funds. The City's primary and largest fund is the General Fund, which accounts for general services such as police and fire, libraries, and parks and



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recreation programs that are funded primarily from general tax revenues.

Other important services are provided through enterprise funds, such as the Airport, Water, Wastewater, Waterfront, Golf, and Downtown Parking Funds. Each of the enterprise funds are self-supporting and operate independently. These funds are supported through user fees and other charges.

Overview of Citywide Budget

Staff is estimating revenue losses citywide across all funds to be \$34.9 million through FY2021 compared to FY2019 – the most recent complete year of pre-COVID revenues. Of this, the impact to the General Fund are estimated at \$24 million through FY2021. Revenue losses are estimated to continue into FY2022 compared to FY2019, but not to the same magnitude as realized in FY2020 and FY2021.

The FY2022 budget continues to face significant obstacles in addressing the impacts of COVID-19 to the community. Prior to COVID-19, the City had been in good financial condition through implementing conservative fiscal and budgetary practices, with reserves at or close to policy recommended balances. These reserves aided in the City's transition to a "new normal" during FY2021.

In the fall of each year, department staff begin reviewing their strategic goals and initiatives, in line with the City Council's priorities and direction, and propose new and adjustments to existing goals. Throughout this budget book, departmental and divisional mission statements, program activities and project objectives have been identified and updated to focus on the high priority functions for FY2022. These goals, activities and objectives were reviewed and confirmed with the City Council during budget hearings in the spring of 2021.

The Performance Plans for the City Departments show a variety of impacts on service levels to the public. With the need to reduce operational budgets, the ability to accomplish performance objectives has been challenging over the past year. The performance metrics in the coming year show a recovery of the delivery of services approaching pre-COVID-19 levels with the anticipated recovery to gradually occur at the beginning of FY2022. Departments are moving forward with original objectives, some of which have been adjusted to ensure adherence to public health directives, as staff are committed to continue to provide quality services to the community. Programming such as summer camps and library programs will continue to be brought back as soon as they are able to do so with the proper modifications.



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GENERAL FUND HIGHLIGHTS

Multi-Year General Fund Forecast

The City's budget process begins in October – months prior to the public hearings. Staff prepares an initial financial forecast for the General Fund that extends for five fiscal years to better understand the long-term impacts to the City's major taxes and other revenues, as well as known and reasonably anticipated expenditure increases. This robust forecasting process provides insight into identifying major trends, potential budget imbalances, and a reasonable assessment of General Fund reserves over time.

This multi-year forecast process is particularly important during this budget development process to understand major economic indicators and trends that will likely impact City and department-specific revenue sources. It has proven to be a critical planning tool to inform labor negotiations, public presentations, and guidance for developing the FY2022 and FY2023 budgets.

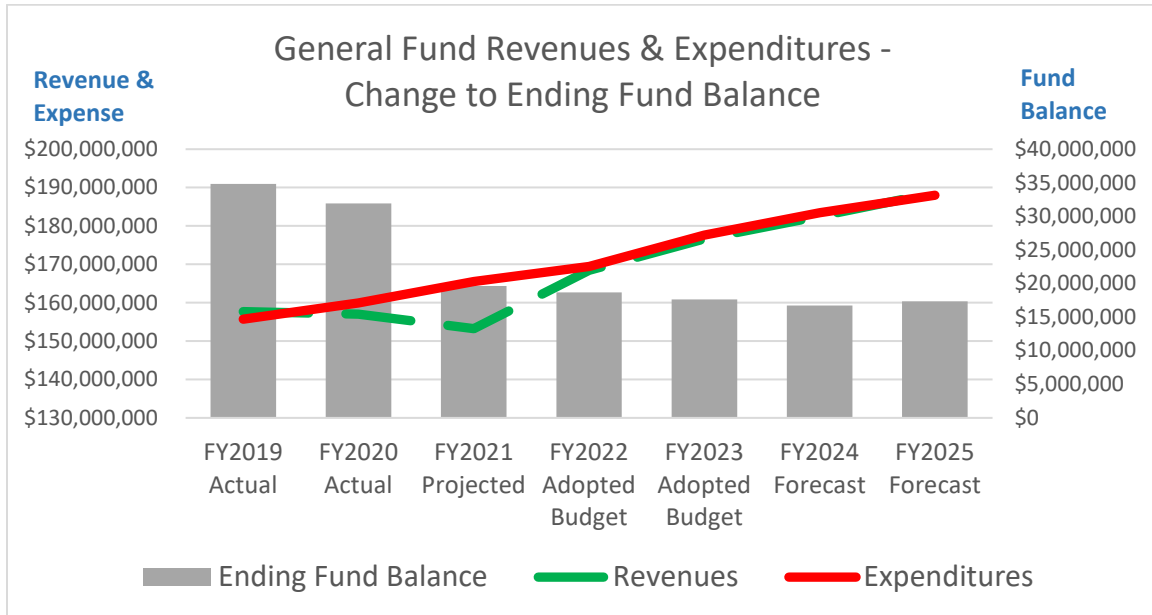
Overall, the multi-year forecast assumes a slow and steady recovery of major General Fund tax revenues, such as sales tax and department operating revenues, such as Parks and Recreation program fees. Transient occupancy taxes will likely experience a more immediate recovery late in FY2021 leading into FY2022. With nearly three quarters of the General Fund allocated to salaries and benefits, the forecast includes known increases to benefits and pension costs.

With the identification of continued operating reductions and a modest use of reserves, the proposed General Fund budget is balanced for FY2022 and FY2023. Due to the anticipated slow growth of many General Fund revenues and continued, known increases to expenditures, particularly pension costs, the FY2024 and FY2025 forecast show a continued need to rely on reserves in order to balance the budget and no ability to begin replenishing General Fund reserves.



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Revenue and Expenditure Overview

The table below summarizes the total General Fund revenues and expenditures from FY2019 through the end of the FY2023 budget and the annual operating surplus or deficit.

\$ Millions	FY2019 Actuals	FY2020 Actuals	FY2021 Projection	FY2022 Budget	FY2023 Budget
Revenues	\$157.7	\$157.0	\$153.2	\$168.5	\$176.6
Expenditures	155.7	159.9	165.5	169.5	177.6
Surplus/(Deficit)	\$2.0	(\$2.9)	(\$12.3)	(\$1.0)	(\$1.0)

FY2019 realized a \$2 Million operating surplus, similar to the budget stabilizing years following the Great Recession. The budgetary impacts were realized immediately once COVID-19 and the stay-at-home orders were put in place where a \$2.9 Million operating deficit was realized in FY2020.

The FY2021 budget was adopted with the implementation of a four-pronged approach in order to balance one of the most challenging budgets in the City's history:

1. Departmental service reductions in order to achieve expenditure savings;
2. Deferral of capital projects;
3. Labor concessions; and
4. Use of reserves.



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Enterprise Funds and Internal Service Funds also prepared plans based on projected revenue losses in order to control expenditures.

The FY2021 use of reserves is significant and depletes the General Fund Contingency Reserve and requires the use of Disaster Reserves in order to balance the budget at the end of the year. The recently adopted American Rescue Plan Act (ARPA) provides relief from revenue loss, and the City Council has approved of using the first round of ARPA rescue funds to partially offset the revenue already lost in the General Fund. The replenishment of these reserves must be a priority as the economy rebounds and the City's budget stabilizes post-COVID-19.

The FY2022 and FY2023 budgets were produced in line with the most current economic forecasts and projects showing recovery beginning in 2021 with a slow and steady increase of City revenues to pre-COVID-19 levels over the coming years. There continues to be a great deal of uncertainty as to the timing and degree to which the local economy recovers.

The FY2022 budget assumes a similar level of expenditure reductions in FY2021 to continue through the end of FY2022 in order to balance the budget. A modest level of the use of reserves are still required, however, in order to balance both the FY2022 and FY2023 budgets.

Sources of Funds – Where the Money Comes From

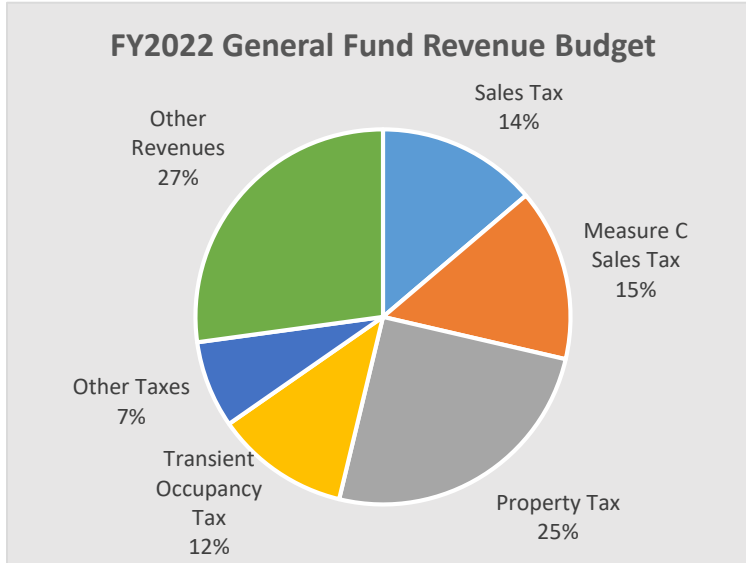
The pie chart below presents the major revenue categories for the General Fund.

Total General Fund revenues are budgeted at \$168.5 Million in FY2022. At \$122.7



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Million, the largest revenue category is Taxes, making up 73% of total revenues. Taxes include property, sales, utility users (UUT), transient occupancy (TOT), cannabis, and other smaller taxes. They also include the new Measure C sales taxes that became effective on April 1, 2018.

The fact that a large portion of General Fund revenues is derived from taxes is common in local

governmental agencies. Taxes are commonly used to fund services that are of broad benefit to the community, such as public safety (fire and police), libraries, parks, and recreation programs. Sales and transient occupancy taxes, in particular, experienced significant decline over the past year due to reduced economic and travel activities. Total General Fund taxes were \$7.5 Million less in FY2020 compared to the budget – a 6% decline. And taxes are projected to remain flat in FY2021 compared to FY2020.

The table below summarizes the General Fund tax revenues, showing the actual results for FY2019 and FY2020, the current FY2021 projections, and the adopted budgets for FY2022 and FY2023.

Tax	FY2019 Actual	FY2020 Actual	%	FY2021 Projected	%	FY2022 Budget	%	FY2023 Budget	%
Sales Tax	\$24,184,864	\$21,583,257	-10.8%	\$21,220,572	-1.7%	\$23,239,045	10.7%	\$24,571,899	5.7%
Measure C Sales Tax	24,417,826	22,888,713	-6.3%	22,568,800	-1.4%	24,988,418	12.4%	26,207,605	4.9%
Property Tax	35,186,688	38,148,151	8.4%	40,384,827	5.9%	42,347,386	5.0%	44,888,229	6.0%
Transient Occupancy Tax	19,534,960	15,156,761	-22.4%	14,651,193	-3.3%	19,500,000	34.2%	21,450,000	10.0%
Utility Users Tax	6,944,140	7,067,940	1.8%	7,201,655	1.9%	7,315,292	1.9%	7,463,898	2.2%
Cannabis Tax	93,749	1,051,592	1021.7%	1,704,220	62.1%	1,847,469	6.1%	1,884,418	2.0%
Business License Tax	2,698,603	2,819,237	4.5%	2,521,495	-10.6%	2,556,359	-0.8%	2,616,891	2.4%
Real Property Trans. Tax	863,472	657,612	-23.8%	949,208	44.3%	923,776	3.0%	951,490	3.0%
Total	\$113,924,303	\$109,373,263	-4.0%	\$111,201,970	1.7%	\$122,717,045	11.1%	\$130,034,430	6.0%



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The largest General Fund revenue is **property taxes**. Property tax revenues have been growing at a reasonably strong rate over the last few years. Properties are assessed a 1% tax annually based on assessed value, payable in two equal installments. Pursuant to Proposition 13, increases to assessed values are limited to the lesser of the Consumer Price Index (CPI) or 2%.

Property taxes have not experienced any significant impacts due to COVID-19 and are expected to continue to show growth in FY2022. Because of the way taxable property is assessed, property tax revenues are slow to respond to changes in economic conditions. In California, and specifically Santa Barbara, many properties are already well below market value. The greater Santa Barbara area had a record year for the number of sales and median home price in 2020. This trend is likely to continue into 2021.

In recent years leading up to the COVID-19 pandemic, **sales tax** revenues saw very little growth due to a decline in "brick and mortar" store sales through the beginning of 2019. This began to change with the growth of revenues from online sales as a result of the U.S. Supreme Court's decision in 2018, ruling that states may now compel out of state companies to collect sales and use taxes from customers. California then established regulations that became effective April 1, 2019, which taxes online sales. Since this time, growth had been higher than predicted until the impacts of COVID-19.

The impacts of the COVID-19 pandemic and related economic conditions have had a significant effect on local businesses and on sales tax revenues. Total sales tax revenues projected in FY2021 of \$21 Million are 13% lower from FY2019 – pre-COVID-19 levels. Being that a substantial portion of sales tax revenues are generated from tourist-based activities of restaurants and other businesses, the impacts to Santa Barbara were felt more broadly and deeply compared to many other cities across California. Taxable sales on motor vehicles and fuel remained strong, contrary to initial projections early in 2019, and online retail activities grew during the pandemic.

As the negative impacts of the pandemic persist, the impacts to sales tax will continue to have negative impacts to revenues with a slow and steady recovery to pre-COVID-19 sales tax levels anticipated beyond FY2024.

Measure C sales tax revenues generally follow the same trend as regular sales tax revenues as described above. There are some differences in how sales taxes are



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allocated. For example, for automobile sales, the base sales taxes are allocated to the jurisdiction where the dealer is located, whereas district sales taxes (i.e., Measure C) are allocated based on where the buyer lives. Measure C became effective on April 1, 2018.

Prior to the COVID-19 pandemic, **transient occupancy tax (TOT)** revenues for FY2019 had experienced moderate growth to \$19.5 Million – an increase of 3% from the prior year. TOT revenues have been hit the hardest because of COVID-19. When the shelter-in-place orders were in effect, hotel occupancy reduced significantly resulting in very little TOT revenue for the City. Some operators completely shut down operations entirely during the shelter-in-place orders and average daily rates dropped significantly. TOT revenues declined by 22% to \$15.2 Million in FY2020 and are projected to decline further to \$14.5 Million by the end of FY2021. Recent tourist activities over the past month have increased as COVID-19 infection rates have declined and more businesses and hotels are reopening. As staff look ahead into FY2022, staff anticipate TOT to return to pre-COVID-19 levels, in line with broad economic indicators for local travel.

Utility users' tax (UUT) revenues are generated from a 6% tax applied to water, electricity, natural gas, and refuse; and a 5.75% tax applied to telecommunication services, including telephone (landline, cellular, internet-based) and video. Overall, UUT revenues over the last ten years have remained essentially flat. The changes in utility usage related to COVID-19 realized a minor shift in water, electricity, and natural gas from commercial to residential use, as consumers sheltered-in-place and worked from home. There is discussion within the California legislature regarding the taxation on streaming services, such as Netflix and Hulu, which could result in future increases to UUT in FY2022 and beyond. The impact to UUT revenues is unknown at this time, so no significant revenue changes are included in the FY2022 and FY2023 budgets at this time.

While many tax revenues are seeing a decline as a result of COVID-19, **cannabis local excise tax** is on the rise with 12 business licenses in Santa Barbara. The City began collecting cannabis tax for recreational use in FY2020, with an expectation of a modest increase to City revenues. Cannabis taxes are projected to grow from \$1 Million in FY2020 to \$1.7 Million in FY2021 and anticipated to level-off revenues into FY2022.

The City administers the **business license tax** program and has more than 16,000 registered businesses in Santa Barbara. Most business taxes are paid based on prior years' gross receipts. Local businesses have struggled to remain open and



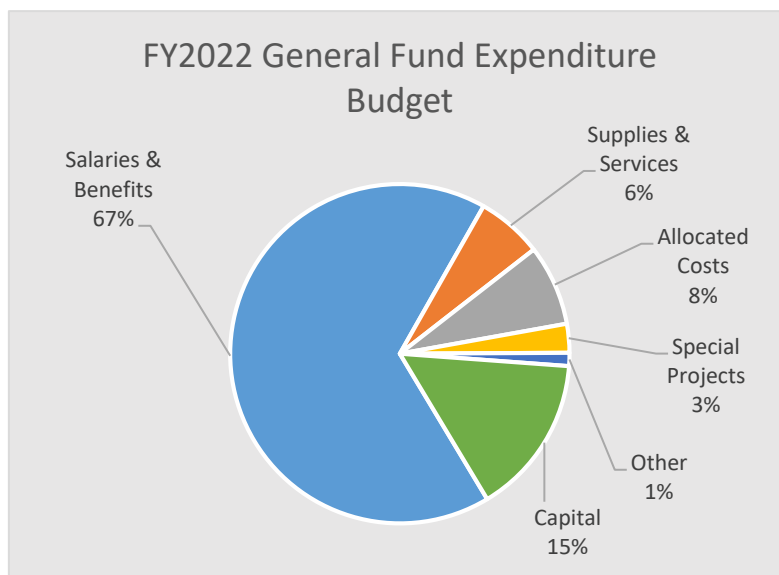
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continue operations during COVID-19 with less business activities. The City is projected to realize reduced taxes in FY2021 and FY2022 compared to pre-COVID-19 levels.

Uses of Funds – What the money is spent on

The chart below presents the adopted General Fund operating expenditures by major category for FY2022. The total adopted budget is approximately \$169.5 Million.



At 67% of total expenditures, salaries and benefits totaling \$113.3 Million represent the largest expenditure category. Benefit costs are projected to cost \$45.5 Million, and include health insurance, retirement, and workers' compensation insurance. For most employees, salaries and benefits are negotiated and established through multi-year contracts.

Salary and benefit costs for FY2022 include any additional costs associated with previously negotiated labor contracts and known benefit cost increases. No other salary increases have been assumed.

While the City has been successful in negotiating fair and reasonable wage and benefit agreements in recent years, the City will continue to be impacted by increases to retirement costs statewide. Now, along with the impacts to pensions from the Great Recession, which caused investment losses to the California Public Employee Retirement System (CalPERS), the pension administrator for most local government agencies in the State of California, the City now faces the uncertainty of the impacts of the pandemic on the pension fund, as well. The substantial losses from the Great Recession put upwards pressure on retirement contributions to mitigate the growing unfunded liabilities.



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The City's annual payment to addressing the growing unfunded liabilities has increased by an average of 8% a year over the last six fiscal years. FY2022 is projected to increase by \$2.1 Million in the General Fund alone – by far the largest annual expenditure increase in the General Fund. City staff will continue to explore mechanisms for controlling and reducing the financial burden of ongoing pension cost increases and liabilities and is planning to review options with the City Council during FY2022.

While the City has been able to meet these financial obligations in the near term, rising costs put added pressure on revenue growth and consumes financial resources that could be used for other City programs and services, including capital.

Similar to the budget development direction I gave to departments at the onset of COVID-19 last year, I directed departments to identify continued expenditure reduction savings, targeting a total of \$6.8 Million for the General Fund for FY2022 as an important strategy in order to balance the budget. These strategies include the continuation and additional positions to remain unfilled during FY2022 along with many operational savings. These savings have been identified and prioritized in order to minimize impacts to the public for receiving City services.

Proposed Changes to Positions

The two-year financial plan has only minor changes to positions. A net increase of 9.60 positions will be added citywide in FY2022. Citywide, there are currently 1,064.55 full-time equivalent (FTE) positions in the adopted FY2022 budget.



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The chart below summarizes position changes to each fund and / or department.

Summary of Proposed Position Changes All Funds		
	Recommended Changes	
	FY 2022	FY 2023
General Fund		
City Administrator's Office	0.65	-
City Attorney's Office	1.00	-
Community Development	2.00	-
Human Resources	0.25	-
Library	2.60	-
Police	(1.00)	-
Sustainability & Resilience	0.50	-
Sub-Total General Fund	6.00	-
Airport Fund	0.50	1.00
Clean Energy Fund	0.10	-
Energy Management	0.65	-
Information Technology Fund	1.10	-
Perm Local Housing Alloc Fund	1.00	-
Solid Waste Fund	0.25	-
Water Fund	1.00	-
Waterfront Fund	(1.00)	-
TOTALS	9.60	1.00

In the General Fund, the City Administrator's Office increased a part-time Records Technician to a full-time Deputy City Clerk in order to address the larger workload experienced by the City Clerk's office. In February of Fiscal Year 2021, a Legal Services Analyst was added to the City Attorney's Offices in response to a review of operational needs. Community Development added Master Planner and Project Planner positions to work on the State Street Revitalization project. Human Resources, Information Technology, and the Sustainability and Resilience Department added a Finance Analyst to be split between them. The position would provide support with budget monitoring as well as rate

development. A Library Technician and a Senior Librarian were added to the Library Department to address organizational and service level changes. The Police Department removed the Public Engagement Manager. In order to implement climate mitigation and adaptation activities, the Sustainability and Resilience Department added an Energy Analyst with the General Fund funding .50 of the position.

The Airport Fund is changing a Marketing Coordinator position from a part-time to a full-time position in Fiscal Year 2022 to meet immediate needs to support restoration and commercial service. The Airport Fund will also address management and development of infrastructure by adding a Project Planner position in Fiscal Year 2023. The Information Technology Director Position has been added to the Information Technology Fund as that position is now being recruited for after delaying the recruitment for a year to achieve cost savings. The Perm Local Housing Allocation (PLHA) Fund added a Rental Housing Mediation Specialist in February of Fiscal Year 2021. The position is being funded by PLDA funds awarded by the State of California Housing and Community Development Department. The Water Fund is adding a Water Service Supervisor to focus on water metering and customer service.



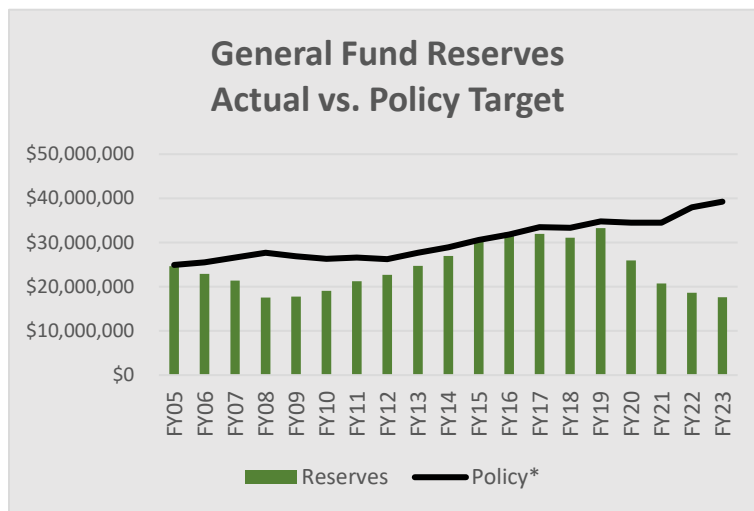
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The adopted budget also includes a number of position reclassifications that better align positions with the actual work planned.

General Fund Reserves

In 1995, the City Council adopted policies establishing reserve requirements for natural disasters and economic contingencies. For enterprise funds, such as Water and Airport, a third reserve for capital is also required. The requirements are stated as a percent of the operating fund; for natural disasters it is 15% and for contingencies it is 10%. The reserve for capital is calculated as the average of the previous five years' capital program.



As shown in the graph below, the General Fund's reserves were below policy requirements for many years. In FY2009, the funding gap was almost \$9 Million following the impacts of the Great Recession. Since then, the City has committed to controlling its costs and the size of the organization. Substantial growth in certain tax revenues following the

Great Recession were realized in the years following, leading to entirely closing the gap and achieving the General Fund reserve target at the end of FY2015. Reserves fell below policy in FY2018 due to underpayments of sales taxes from the state and other extraordinary, but reimbursable, costs incurred in connection with the Thomas Fire and subsequent debris flows. Prior to the COVID-19 pandemic, reserves were approaching the policy target by the end of FY2020.

As of June 30, 2019, reserve balances in the General Fund totaled approximately \$33.3 Million. While this represented a healthy reserve level for the City at the onset of the COVID-19 pandemic, approximately \$7.3 Million of reserves were used in FY2020 due to the drastic and immediate decline of sales tax, TOT and other revenues. The City Council approved of the use of contingency reserves in order to



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balance the FY2021 budget. The most current General Fund projection includes depleting all of the contingency reserves in FY2021 as well as needing to utilize some disaster reserves, leaving \$15.3 Million remaining in reserves. The General Fund reserves are projected to decline slightly in FY2022 and FY2023, with the modest use of fund balance as one of many tools being used to balance the budget in both years. It continues to be the City's priority that recovery efforts include a plan to replenish reserves as the economy recovers and the City's budget stabilizes.

On March 11, 2021, President Biden approved House Resolution (HR) 1319, the American Rescue Plan Act (ARPA), signing it into law. The Act provides aid to many groups, including aid to local governments through the \$130 Billion Coronavirus Local Fiscal Recovery (CLFR) Fund. The City is slated to receive \$21.8 Million in direct Federal relief – \$10.9 Million was received in May 2021 and the remaining is anticipated to be received a year later. These funds are primarily to be used to address the significant reductions to revenues realized due to COVID-19. Since the pandemic began in March 2020, the total General Fund and Enterprise Fund revenue losses totals approximately \$34.9 Million through the end of FY2021, significantly more than the relief funds can address. The City Council took action to receive the first payment into the General Fund to partially offset the revenue loss already incurred. The funds will provide immediate relief, particularly if the anticipated economic recovery may not be as strong and immediate as currently projected.

Enterprise Fund Summary

Unlike the General Fund, which relies primarily on taxes to subsidize programs and services, Enterprise Fund operations are financed primarily from user fees and other non-tax revenues. Certain enterprise operations have been impacted more than others due to COVID-19. Utility revenues for water, wastewater, and solid waste have remained consistent and strong during the pandemic. Wastewater has been able to rebound from low reserve levels to meeting reserve targets in FY2021 and into FY2022.

Downtown Parking revenues have been significantly impacted by reduced parking volume as a result of COVID-19 restrictions on retail, entertainment, dining, and office buildings, and are 50% less than normal levels. Downtown Parking is planning to implement a comprehensive license plate reader (LPR) technology, which will modernize operations and likely result in sustained operations and revenue in FY2022 and beyond.



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Airport operating revenue has declined significantly compared to prior years due to reduced flight volume and demand for ancillary services and concessions. FAA grant funds received through the CARES Act have provided adequate relief to continue operating over the past year and should be adequate as more normal activities are anticipated in FY2022.

Waterfront revenues have been significantly impacted due many tenants electing to enroll in a delay of rent payments, in line with City Council policy. City staff continue to work closely with tenants on receiving payments over the next year.

Golf revenues have seen growth from paid rounds being projected at 29% higher by the end of FY2021 compared to the budget and more typical levels. Golf has proven to be a safe, attractive activity for the public during the pandemic, and staff remain optimistic that golf activities will remain stable into FY2022

MAJOR PROJECTS AND INITIATIVES

Restoring Economic Vitality Citywide

Across the nation, communities have been and will continue to be challenged in addressing the impacts of a growing trend of consumers shopping online and other consumer preferences impacting the viability of retail centers and malls. The City and local stakeholders have initiated several actions, and other efforts are underway, to address this issue. Recently, the City added an Economic Development Manager to the City team, to increase efforts towards downtown revitalization and strengthening the local economy. With the impacts to our community from COVID-19, these efforts will be even more critical to the future success of the City.

City staff has initiated a public dialog and City Council is prepared to review and adopt the City's Economic Development Plan for 2021 to 2024, which aims to strengthen the City's economy and enhance downtown vibrancy while providing for social equity and environmental protection, and celebrating the City's historic character, cultural resource, and the arts.



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City Administrator's Budget Message

State Street Master Planning Process



City Council has been discussing how to revive the economic vitality of Downtown for over five years. In response to the COVID-19 pandemic, the City took emergency actions to create the State Street Promenade and to allow the temporary expansion of commercial uses into streets, sidewalks, parking spaces, and other areas citywide. These temporary emergency economic recovery actions were recently extended to March 8, 2022. The temporary State Street Promenade prompted additional discussion about the need to create a Downtown State Street Area Master Plan, including a redesign of State Street itself.

On March 9, 2021, the City Council adopted vision principles to guide the master planning process for the Downtown State Street area and directed staff to form a Master Plan advisory committee to oversee the planning process. Master planning efforts have begun and will continue through FY2022.

Construction of a New Police Station



The existing police station was constructed in 1959 for a staff of 85, which has now grown to 212 sworn and unsworn officers. The station does not meet the seismic codes for essential services buildings, nor does it meet current building code and accessibility standards. A new building is required to house all the Police Department operations in one place and to ensure uninterrupted public safety services to the community. Currently, police staff are located in four separate locations. The station is in operation 24 hours a day, seven days a week serving as the main administrative office for police services and also includes a jail and shooting range. It houses chemical and special weapons, tactical equipment, criminal records, and crime scene evidence. Initiatives conducted in 2011, and again in 2018, studied retrofitting the existing station. However, it was determined that the existing station



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was inadequate and the current property on Figueroa Street is too small to accommodate the needs of a new station.

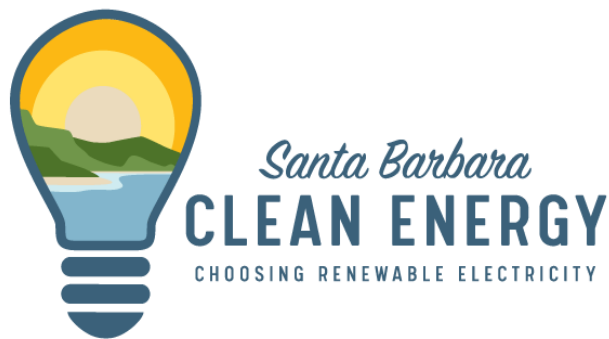
Over the past three years, major work efforts have included site selection, community outreach, environmental review, and preliminary design. Funding for the police station has been prioritized using Measure C sales tax revenues, and staff will be presenting financing options for the project during FY2022.

Community Choice Energy

In FY2020, the City Council formed its Community Choice Energy (CCE) organization, Santa Barbara Clean Energy (SBCE), in support of its energy and climate goals. CCE allows local governments to determine the sources and renewable content of energy supplies, set the rates that customers pay for electricity generation, and reinvest any excess revenues realized into local programs. In March 2020, the City Council adopted an ordinance authorizing the City to join the California Choice Energy Authority Joint Powers Authority (JPA) and to execute an agreement with the JPA to provide administrative and power procurement support. Furthermore, CCE offers customer choice when it comes to energy supply – as customers may choose between SBCE's 100% Green product which is entirely carbon-free, SBCE's Green Start product offering partially carbon-free electricity at the same rates as SCE, or the customer can choose to return to SCE.

The FY2021 budget introduced a re-organization plan to include a new Sustainability and Resilience Department that incorporates the Energy & Climate Division, which will oversee the CCE implementation as well as the Energy Master Plan efforts, Sea Level Rise mitigation planning, and other City Council priorities in the environmental area. During

FY2021, the City Council confirmed its commitment to providing clean energy by authorizing a \$2 Million loan to allow CCE to initiate operations. The CCE rate-setting process will begin late in FY2021, with the program set to launch early in FY2022.





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De La Guerra Plaza

De La Guerra Plaza was designated a Public Square in 1853 and has since served as Santa Barbara's center of town. In addition to serving as a civic center, it has provided the location for the original



Police and Fire Stations. It is the venue for political activism and events including Old Spanish Days. De La Guerra Plaza presents an opportunity for the City to revitalize and reactivate its center of town. A revitalized Plaza will involve expanding the available space by making structural and aesthetic improvements to better serve the community's arts and cultural events throughout the year.

A preliminary concept design has recently been completed by the Design Team working with an Advisory Committee which is made up of 2 members from City Council, 2 from Planning Commission, 2 from Historic Landmarks Commission, 2 from Parks & Recreation, and the Executive Director for the Santa Barbara Trust for Historic Preservation. This concept plan envisions a pedestrian only plaza, a single level surface from building to building, and includes a new public restroom, new landscaping and furnishings for shade and sitting, a new lighting plan, as well as many other features to draw locals and visitors to this historic place. The concept plan was recently presented to the Historic Landmarks Commission for initial concept review and will continue through the City's Development Application and public review process.



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City Administrator's Budget Message

Library Plaza



The renovation of Library Plaza will serve as a center for downtown rejuvenation. Library Plaza will create a cultural campus as it is adjacent to museums, historic landmarks, theaters, and concert venues, and serves as the hub for the City's historic arts district. The renovated Library Plaza will allow the Library to maximize programmatic overlaps between the indoor and outdoor spaces,

with over 10,000 square feet of programmable space that can serve over 1,200 people. Library Plaza will not only allow for Library program expansion, but will be a safe and accessible urban green space that will allow for community events of all sizes. This renovation comes at a critical time, as open-air spaces will be a preferred venue for the foreseeable future.

Measure C Capital Priority Projects

On November 7, 2017, city residents approved a ballot measure, Measure C, which increased the local sales tax by 1% effective April 1, 2018, and began generating the revenues needed to invest in and maintain critical infrastructure. This was a major success for the community, after years of struggling with a lack of funding to address aging and deteriorating streets and facilities, and many of the infrastructure assets. The City realized \$24.4 Million in FY2019 prior to COVID-19 and revenues declined to \$22.9 Million in FY2020, and are projected to remain low at \$22.2 Million in FY2021. Slow and steady growth to more normal pre-COVID-19 levels are anticipated within the next 2-3 years.

Revenues from Measure C sales taxes are largely used to improve local streets and related infrastructure (sidewalks, storm drains, streetlights, traffic signals, etc.). Over the last decade, the condition of our local streets has deteriorated significantly due to a lack of dedicated, stable funding.

In addition to Measure C revenues, the General Fund also allocates a portion of its revenues to fund capital projects each year. The allocation for FY2021 was reduced from \$800,000 to \$400,000 due to the impacts of COVID-19 and are being proposed



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to return to the \$800,000 funding level in FY2022.

In total, \$23.8 Million has been allocated to capital projects identified as “priority projects” for use of Measure C funds in FY2022. This does not include capital projects planned for the next year from Special Revenue and enterprise funds, such as the Streets Fund, Measure A Fund, Water Fund, Wastewater Fund, Airport Fund, and Waterfront Fund.

\$15.2 Million of total Measure C revenues are allocated to Streets Infrastructure and related projects in FY2022. The remaining funds are programmed for various Library, Parks and Recreation, Police, and Facilities projects. FY2023 includes an allocation for the anticipated debt service payment for the new Police facility as well. As these infrastructure projects remain a significant need, the City recognizes the importance of continuing efforts to complete these projects.

The table below summarizes the General Fund capital budget by department and project for FY2022 and FY2023.

Project	FY2022 Budget	FY2023 Budget	Total
Information Technology			
Constituent Relationship Management (CRM)		\$212,113	\$212,113
Phone and Voicemail Upgrade for Microsoft Office 365	\$135,000	\$64,500	\$199,500
Fire			
Standards of Coverage Study	\$75,000		\$75,000
Automatic Vehicle Routing and Recommendation (AVRR)	\$40,000		\$40,000
Library			
Central Library Automated Materials Handling System	\$150,000		\$150,000
Parks & Recreation			
Eastside Neighborhood Park Renovation	\$400,000		\$400,000
West Beach Splash Playground		\$150,000	\$150,000
Park Infrastructure Safety Program		\$100,000	\$100,000
Franceschi Park Renovation		\$300,000	\$300,000
Total	\$800,000	\$826,613	\$1,626,613

The table below summarizes the Measure C capital budget by department and project for FY2022 and FY2023.



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Project	FY2022 Budget	FY2023 Budget	Total
Library			
Central Library Lower Level Workspace Renovation	\$913,000		\$913,000
Central Library ADA Compliant Elevator	\$500,000		\$500,000
Central Library Upper Level Needs Assessment	\$150,000		\$150,000
Eastside Library Garage Construction		\$200,000	\$200,000
Parks & Recreation			
Cabrillo Pavilion Renovation Loan Payback	40,800	41,616	82,416
Plaza Vera Cruz Renovation		\$200,000	\$200,000
Playground Replacement Program		\$150,000	\$150,000
Dwight Murphy Field Renovation	\$200,000	\$250,000	\$450,000
Plaza del Mar Band Shell Renovation	\$175,000		\$175,000
Urban Forest Management Plan Implementation	\$250,000	\$200,000	\$450,000
Ortega Park Revitalization Project - Park Improvements		\$500,000	\$500,000
Police			
New Police Station (Debt Issuance)		\$4,168,880	\$4,168,880
New Police Station	\$2,500,000		\$2,500,000
Public Works			
Business Corridor Improvements	\$500,000	\$500,000	\$1,000,000
ADA - Transition Plan Implementation	\$250,000	\$250,000	\$500,000
ADA - Walkways and Building Pathways	\$100,000	\$100,000	\$200,000
State Street Promenade Redesign	\$500,000	\$500,000	\$1,000,000
Facilities			
Eastside Library Security Cameras	\$55,000		\$55,000
630 Garden Building Security Upgrades	\$240,000		\$240,000
Parking Lot - Public Works Corporate Yard Repave	\$100,000		\$100,000
630 Garden Building Fire Protection	\$200,000		\$200,000
Minor Renewal - La Mesa Park Restroom	\$145,000		\$145,000
Minor Renewal - Los Banos Building		\$360,000	\$360,000
Minor Renewal - 630 Garden Building	\$300,000		\$300,000
Parking Lot - Annex Yard Lot Repave	\$250,000		\$250,000
Minor Renewal - Carrillo Gym	\$295,000		\$295,000
City Hall - Fire Protection System		\$300,000	\$300,000
Minor Renewal - City Hall		\$380,000	\$380,000
Minor Renewal - Muni Tennis Building	\$160,000		\$160,000
Public Works Corporate Yard Masterplan		\$250,000	\$250,000
Minor Renewal - Fire Station 6		\$195,000	\$195,000



BUDGET MESSAGE

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Project	FY2022 Budget	FY2023 Budget	Total
Streets			
Drainage: Citywide Drainage Maintenance and Improvements (Annual)	\$300,000	\$300,000	\$600,000
Drainage: Gutierrez Storm Drain Improvements	\$150,000		\$150,000
Maintenance: Pavement Maintenance (Annual)	\$11,905,418	\$9,962,725	\$21,868,143
Drainage: Citywide Drainage Assessment	\$100,000	\$100,000	\$200,000
Pedestrian Enhancement: Sidewalk Infill (Annual)	\$100,000	\$100,000	\$200,000
Maintenance: Sidewalks (Annual)	\$750,000	\$750,000	\$1,500,000
Pedestrian Enhancement: Sidewalk Access Ramps (Annual)	\$750,000	\$750,000	\$1,500,000
Streetlights: Citywide Street Light Improvements Maintenance & Repair	\$300,000	\$300,000	\$600,000
Traffic Signal Improvements	\$250,000	\$250,000	\$500,000
Traffic Signal Maintenance: Traffic Management System	\$500,000		\$500,000
Drainage: Laguna Pump Station Repairs	\$300,000	\$300,000	\$600,000
Traffic Signal Maintenance: Traffic Signal Maintenance Program	\$300,000	\$300,000	\$600,000
De La Guerra Plaza Revitalization Project	\$350,000	\$1,900,000	\$2,250,000
Total	\$23,879,218	\$24,649,221	\$48,528,439

CONCLUSION

I am pleased to present the FY2022 and FY2023 Operating and Capital Budget to the City Council. This budget, similar to last year's budget, is one of the most challenging budgets staff has developed, particularly given the continued economic uncertainty related to the COVID-19 pandemic. Over many months involving staff from all City departments, the budget in its entirety has been analyzed, reviewed and justified in order to articulate revenue changes and identify expenditure reductions in order to present a balanced budget. Similar to FY2021, the proposed budget may be impacted by continued economic uncertainty; however, the assumptions and projections are in line with economic indicators of a recovery as well as being consistent with the City's fiscal conservative budget practices.

Prior to COVID-19, the City had been in good financial condition, with reserves at or close to policy recommended balances. These reserves have been strategically leveraged in both FY2020 and FY2021 to minimize the service delivery impacts to



BUDGET MESSAGE

City Administrator's Budget Message

the public, and may need to be leveraged in FY2022 and FY2023 if the economic outlook isn't as favorable as currently assumed. The federal relief funds will surely relieve some burden on reserves in FY2022 and into the future.

As we prepared this budget document, staff recognized the substantial economic hardships ahead for local businesses, employees, and the City organization. COVID-19 has changed the way the City provides services to the public, and staff will continue to respond to changes in the coming year. While a plan has been identified, the budget will be closely monitored and regular check-ins with the City Council will be done to ensure services to the community are still being met.

Respectfully submitted,

Paul Casey
City Administrator



COMMUNITY PROFILE

Directory of City Officials

Cathy Murillo
Mayor

Alejandra Gutierrez
Councilmember

Mike Jordan
Councilmember

Oscar Gutierrez
Councilmember

Kristen Sneddon
Councilmember

Eric Friedman
Councilmember

Meagan Harmon
Councilmember

Paul A. Casey
City Administrator, City Clerk,
and City Treasurer

Ariel Pierre Calonne
City Attorney

Rebecca J. Bjork
Assistant City Administrator

Henry Thompson
Airport Director

Vacant
Information Technology Director

Elias Isaacson
Community Development Director

Jill E. Zachary
Parks and Recreation Director

Wendy Levy
Human Resources Director

Chris Mailes
Fire Chief

Jessica Cadiente
Library Director

Clifford M. Maurer, P.E.
Public Works Director

Vacant
Police Chief

Keith DeMartini
Finance Director

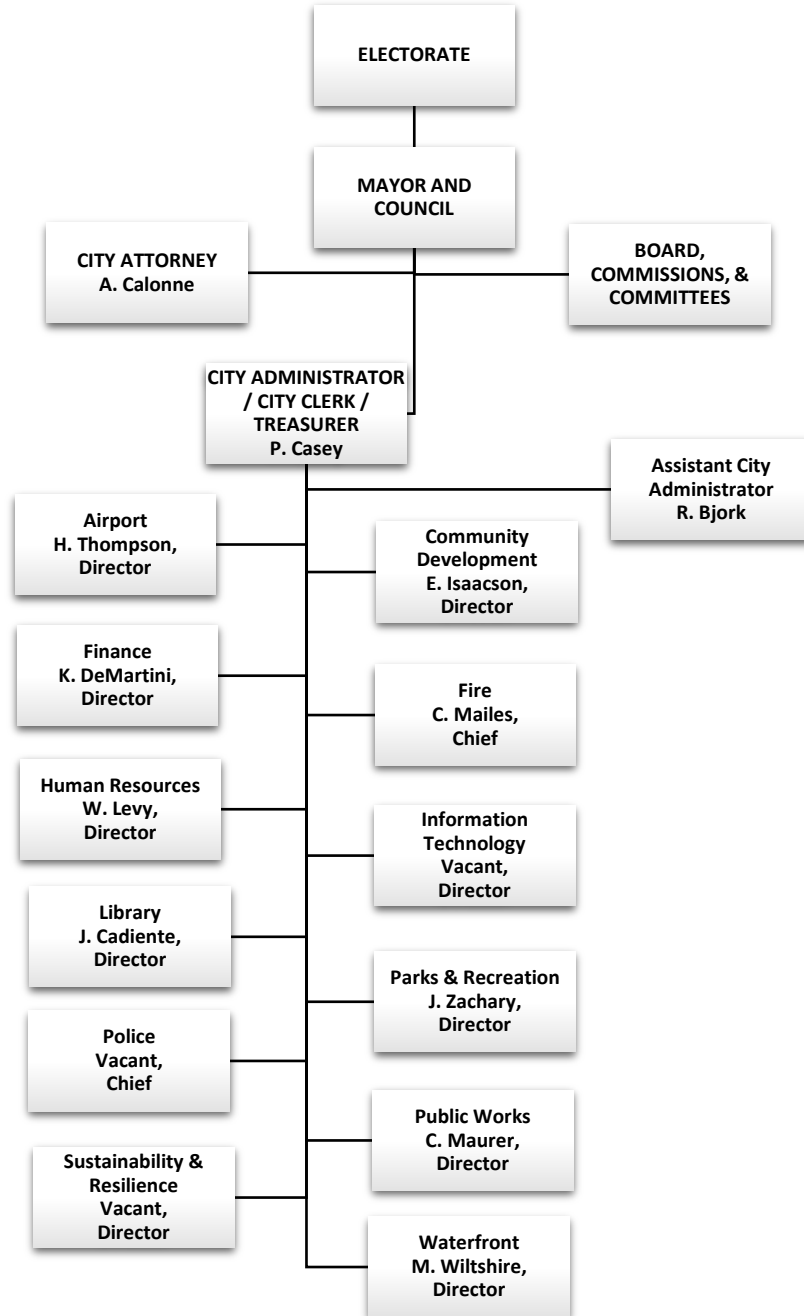
Vacant
Sustainability & Resilience Director

Mike Wiltshire
Waterfront Director



COMMUNITY PROFILE

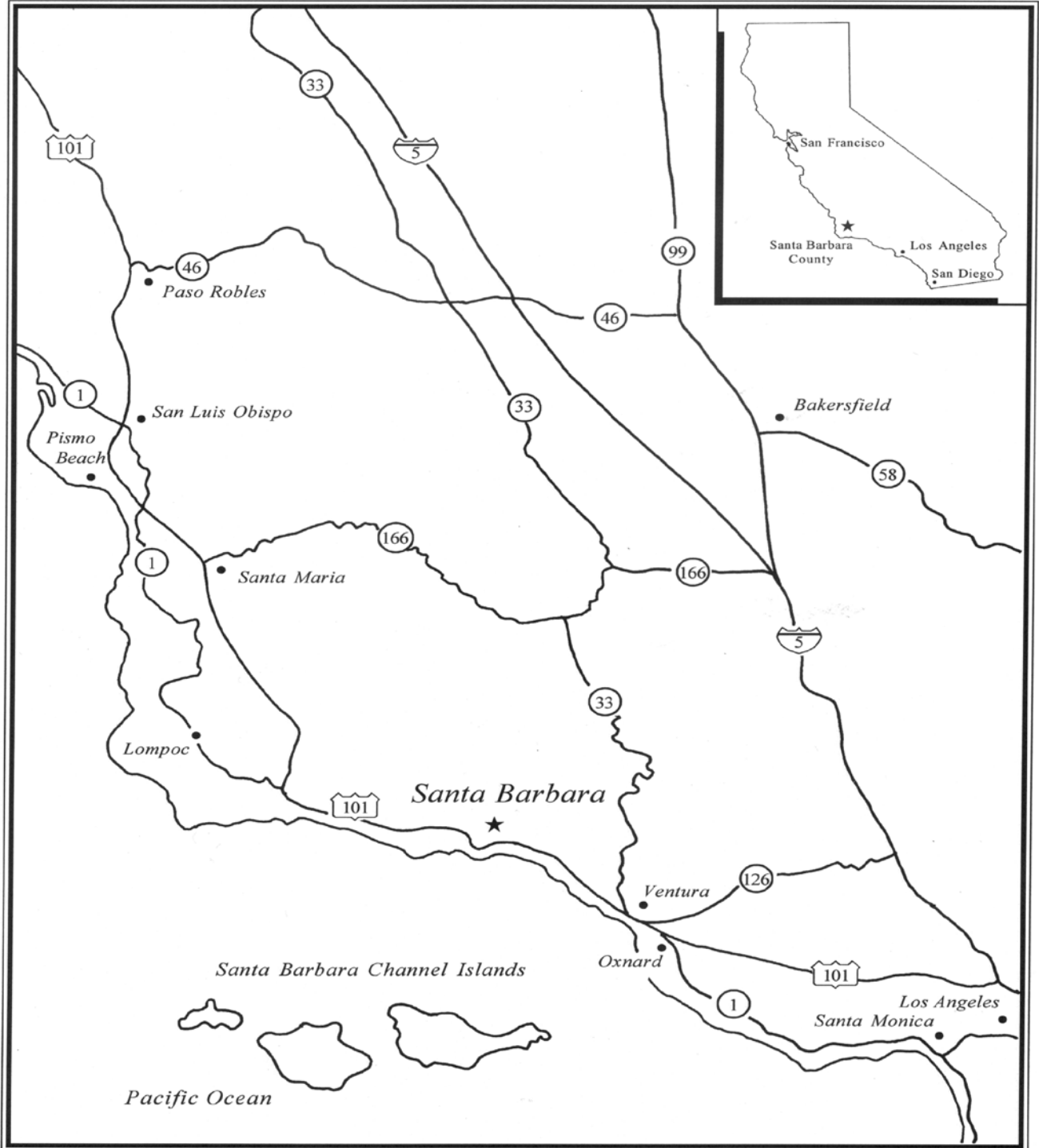
City of Santa Barbara Organizational Chart





COMMUNITY PROFILE

Santa Barbara Area Map





COMMUNITY PROFILE

About the City of Santa Barbara

The City of Santa Barbara is located approximately 90 miles north of Los Angeles off of U.S. Highway 101, and is geographically sheltered by mountains on the north and the Pacific Ocean on the south. The City of Goleta and the unincorporated area of Montecito border the City on the west and east, respectively.

Until the late 1700's, the area currently known as "Santa Barbara" was occupied by the Chumash Indians. The Chumash lived in small villages along the coast and on the Channel Islands, living comfortably for thousands of years thanks to the abundance of wildlife and natural resources.

In 1542, Portuguese explorer Juan Cabrillo entered the Channel and claimed the land for Spain. In 1602, three frigates under the command of Sebastian Vizcaino entered the Santa Barbara Channel. One of the Carmelite friars on board named the bay and nearby shore after Saint Barbara.

In 1782, a group led by Father Junipero Serra, Captain Jose Ortigas, and

Governor Felipe de Neve established a military presidio and, three years later, a mission. Spain governed the area until 1822, when California became a Mexican territory. Just 24 years later, in 1846, Colonel John Fremont and his soldiers took Santa Barbara for the United States.

The City of Santa Barbara (the primary government) was incorporated on August 26, 1850. The City is a charter city under the laws of the State of California and operates under a Council-Administrator form of government. The Council consists of six council members elected by district and a mayor elected at-large. The current City Charter was adopted on May 2, 1967 and provides for the following services: public safety (police and fire), construction and maintenance of highways and streets, sanitation, culture and recreation, public improvements, planning, zoning and general administration. Enterprise funds, operated in a manner similar to a private business, include water, wastewater, airport, parking, clean energy, golf, and waterfront.



COMMUNITY PROFILE

Miscellaneous Statistics

General City Information:

Date of incorporation	August 26, 1850
Form of government	Council-Administrator
Land area in square miles	21.1
Miles of paved roadways	244.53
Number of traffic signals	117

Community Forest, Beaches and Gardens:

Developed Park Trees	9,279
Open space trees	30,000
Number of street trees	25,743
Number of tree species	469
Parkway and Median acres	13
Linear miles of city beaches	6.2
Community gardens	4

Airport:

Number of terminals	1
Number of commercial carriers	4
Number of ticketed passengers annually	669,552
Number of runways	3
Total airport acreage	942
Commercial / industrial acreage	87
Number of leased buildings	54
Goleta Slough Ecological Reserve wetlands acreage	400

Hospitals:

Number of hospitals	1
Number of patient beds	519

Libraries:

Number of city libraries	2
Number of county libraries	2
Total volumes	150,576
Total digital items cataloged	159,541

Municipal Water Operation:

Gallons of potable water treated and distributed annually	3.62 billion
Gallons of reclaimed water treated and distributed annually	345 million
Number of reservoirs	14
Number of pump stations	11
Number of treatment plants	3
Number of wells	8
Number of water reclamation plants	1



COMMUNITY PROFILE

Miscellaneous Statistics

Municipal Wastewater Operation:

Number of treatment plants	1
Number of lift stations	7
Gallons of water treated annually	2.12 billion

Parks and Recreation:

Park acreage	1,808
Number of developed parks	41
Number of open space parks	13
Number of park playgrounds	23
Number of swimming and wading pools	4
Number of community buildings	16
Number of sports facilities	12
Number of municipal golf courses (18 holes)	1

Public Safety:

Number of police stations	1
Number of police officers and other sworn personnel	142
Number of service calls	59,035
Total arrests	4,022
Traffic citations	2,531
Parking citations	85,000
Number of fire stations	8
Number of firefighters and officers	92

Public Schools:

Elementary schools	15
Annual enrollment	5,215
Secondary schools	9
Annual enrollment	9,323
Colleges	1
Enrollment per semester	17,927

Waterfront:

Acreage of city-managed tidelands and submerged lands	252
Wharf length in feet	1,950
Acreage of wharf decking	3.8
Number of marinas	4
Number of commercial and pleasure vessel slips	1,143
Number of waterfront property leases	65



COMMUNITY PROFILE

Demographics

Regional Population ⁽³⁾

City of Santa Barbara	93,511
Santa Barbara County	451,840
San Luis Obispo County	277,259
Ventura County	842,886

Area (in square miles)

Land area	21.1
Water area	22.0
Total area	43.1

Gender ⁽¹⁾

	<u>#</u>	<u>%</u>
Male	47,498	50.1
Female	47,309	49.9

Age ⁽¹⁾

Median age (in years)	36.7
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Population Demographics ⁽⁷⁾

	<u>#</u>	<u>%</u>
Households	37,333	100.0
Family households	18,563	51.4
Married couples	13,505	37.3
Male householder	1,553	4.3
Female householder	3,503	9.7
Non-family households	17,551	48.6
Single Households	12,170	33.7
Single Households 65 years and over	4,406	12.2
Average household size	2.41	(X)

Housing ⁽¹⁾

Median home price (2019) ⁽⁶⁾	\$1,288,886
	<u>#</u> <u>%</u>
Total housing units	37,886 100.0
Occupied housing units	34,973 92.3
Vacant housing units	2,913 7.7
Seasonal, recreational, or occasional use housing ^(1b)	1,015 (X)
Homeowner vacancy rate	(x) 1.7
Rental vacancy rate.....	(x) 1.7

Housing Tenure ⁽¹⁾

Occupied housing units	34,973	100.0
Owner-occupied units	13,954	39.9
Renter-occupied units	21,019	60.1
Avg. household size of owner-occupied units	2.54	(X)
Avg. household size of renter-occupied units	2.54	(X)

Race and Ethnicity ⁽¹⁾

	<u>%</u>
White	54.8
Black or African American	1.3
American Indian/Alaska Native	0.4
Asian	3.4
Some other race	0.2
Two or more races	1.9
Hispanic or Latino (of any race)	38.0

Education ⁽⁵⁾

	<u>%</u>
High school graduate	84.1
College graduates (2 year)	6.8
College graduates (4 year)	45.1
Graduate degrees	18.4



COMMUNITY PROFILE

Demographics

Employment (1a)

Work population (16 yrs and older) ⁽¹⁾	75,348
Residents by major profession:	<u>%</u>
Management, professional and related	41.3
Sales and office occupation	20.3
Service	25.4
Construction, maintenance, production and transportation	13.0
City household median annual income ⁽¹⁾	\$71,160

Economic Demographics (2)

<u>Service Industry (private & non-profit)</u>	<u>Number of Businesses</u>	<u>Number of Employees</u>
Professional, scientific, and technical services	657	3,836
Retail trade	531	6,881
Healthcare and social assistance	562	8,733
Foodservice and lodging	421	8,143
Other services (except public administration)	287	1,734
Real estate and rental & leasing	287	1,101
Administrative and support, waste management, and remediation services	268	2,953
Information	115	1,912
Wholesale trade	110	1,641
Arts, entertainment, and recreation	97	1,508
Manufacturing	96	998
Educational services	62	486

Leading Area Employers, Public and Private (with industry) (4)

University of California, Santa Barbara (higher education)	4,300
County of Santa Barbara (government)	4,600
Cottage Hospital and Health System (healthcare)	3,606
Santa Barbara Unified School District (education)	1,400
Santa Barbara City College (education)	1,193
City of Santa Barbara ⁽⁶⁾ (government)	1,037
Raytheon (aerospace and defense)	1,000
Sansum Medical Clinic (healthcare)	1,000
Santa Barbara County Education Office (education)	875
Procure Technologies)	800

- (1) Source: U.S. Bureau of the Census, American Community Survey, 2010
- (1a) Source: U.S. Bureau of the Census, American Community Survey, 2010-2012 (3-Year Est.)
- (2) Source: U.S. Bureau of the Census, 2012 Economic Census
- (3) Source: State of California, Department of Finance, *E-1 Population Estimates for Cities, Counties and the State with Annual Percent Change — January 1, 2019 and 2020*. Sacramento, California, May 2020.
- (4) Source: City of Santa Barbara *Comprehensive Annual Financial Report: Fiscal Year Ended June 30, 2019*, p. 196.
- (5) Source: U.S. Bureau of the Census, American Community Survey, 2011-2015 (5-Year Est.)
- (6) Source: Zillow Home Price Index February 28, 2021
- (7) Source: U.S. Bureau of the Census, 2010 Census
- (8) Includes permanent full-time equivalent positions as of July 1, 2019

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SUMMARY OF SOURCES

FY 2022 Adopted Budget

	S O U R C E S		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund			
Operating Fund	973,454	142,831,888	143,805,342
Capital Outlay Fund		665,000	665,000
Measure C Capital Fund		24,988,418	24,988,418
Special Revenue Funds			
City Affordable Housing		1,517,445	1,517,445
Community Dev. Block Grant		1,196,247	1,196,247
County Library	34,873	950,780	985,653
Creeks Restoration and Water Quality	144,441	4,010,347	4,154,788
HOME Grant		578,817	578,817
Miscellaneous Grants	84,368	110,800	195,168
Perm Local Housing Alloc Fund	111,659	-	111,659
Police Asset Forfeiture and Grants	21,746	147,000	168,746
Santa Barbara Clean Energy		10,972,584	10,972,584
Street Sweeping	25,226	1,079,676	1,104,902
Streets		12,217,264	12,217,264
Supplemental Law Enforcement	2,452	218,104	220,556
Traffic Safety		233,000	233,000
Transportation Development Act	105	80,290	80,395
Transportation Sales Tax	5,377	4,055,709	4,061,086
Wildland Fire Benefit Assessment	26	293,570	293,596
Enterprise Funds			
Airport		28,568,565	28,568,565
Airport Capital Grants (FAA/PFC)		1,452,419	1,452,419
Airport Customer Facility Charge (CFC)		1,028,983	1,028,983
Downtown Parking	791,183	7,370,504	8,161,687
Golf		3,385,220	3,385,220
Solid Waste		31,602,045	31,602,045
Wastewater	135,757	25,731,040	25,866,797
Water		66,783,426	66,783,426
Waterfront	1,196,656	15,663,746	16,860,402
Internal Service Funds			
Energy Management	100,154	2,369,071	2,469,225
Facilities Management	526,196	6,647,183	7,173,379
Fire Equipment Replacement		34,850	34,850
Fleet Management	180,137	6,413,233	6,593,370
Information Technology	250,640	4,701,000	4,951,640
Police Equipment Replacement		87,000	87,000
Post-Employment Benefits Fund		1,993,186	1,993,186
Self-Insurance	1,038,652	8,954,279	9,992,931
Fiduciary Funds			
Revolving Rehabilitation Loan Fund	177,728	-	177,728
Successor Agency (Former Redev. Agency)		-	-
Citywide Subtotal	\$ 5,800,830	\$ 418,932,689	\$ 424,733,519
Less: Inter-Fund Transactions	-	(52,307,784)	(52,307,784)
Citywide Total	\$ 5,800,830	\$ 366,624,905	\$ 372,425,735

AND USES OF FUNDS

	U S E S			Surplus
	Operating Budget	Capital Program	Total Uses	
General Fund				
Operating Fund	143,805,342	-	143,805,342	-
Capital Outlay Fund	-	665,000	665,000	-
Measure C Capital Fund		23,879,218	23,879,218	1,109,200
Special Revenue Funds				
City Affordable Housing	1,220,272	-	1,220,272	297,173
Community Dev. Block Grant	1,196,247	-	1,196,247	-
County Library	985,653	-	985,653	-
Creeks Restoration and Water Quality	3,129,788	1,025,000	4,154,788	-
HOME Grant	578,817	-	578,817	-
Miscellaneous Grants	195,168	-	195,168	-
Perm Local Housing Alloc Fund	111,659	-	111,659	-
Police Asset Forfeiture and Grants	168,746	-	168,746	-
Santa Barbara Clean Energy	10,208,898	-	10,208,898	763,686
Street Sweeping	1,104,902	-	1,104,902	-
Streets	10,067,581	1,978,418	12,045,999	171,265
Supplemental Law Enforcement	220,556	-	220,556	-
Traffic Safety	233,000	-	233,000	-
Transportation Development Act	-	80,395	80,395	-
Transportation Sales Tax	2,532,234	1,528,852	4,061,086	-
Wildland Fire Benefit Assessment	293,596	-	293,596	-
Enterprise Funds				
Airport	22,304,127	4,120,000	26,424,127	2,144,438
Airport Capital Grants (FAA/PFC)	1,452,419	-	1,452,419	-
Airport Customer Facility Charge (CFC)	1,004,117	-	1,004,117	24,866
Downtown Parking	7,939,937	221,750	8,161,687	-
Golf	2,890,601	210,636	3,101,237	283,983
Solid Waste	30,351,677	-	30,351,677	1,250,368
Wastewater	20,841,797	5,025,000	25,866,797	-
Water	49,432,369	16,464,000	65,896,369	887,057
Waterfront	15,460,402	1,400,000	16,860,402	-
Internal Service Funds				
Energy Management	2,369,225	100,000	2,469,225	-
Facilities Management	6,703,379	470,000	7,173,379	-
Fire Equipment Replacement	34,850	-	34,850	-
Fleet Management	4,341,968	2,251,402	6,593,370	-
Information Technology	4,336,250	615,390	4,951,640	-
Police Equipment Replacement	-	-	-	87,000
Post-Employment Benefits Fund	1,993,186	-	1,993,186	-
Self-Insurance	9,992,931	-	9,992,931	-
Fiduciary Funds				
Revolving Rehabilitation Loan Fund	177,728	-	177,728	-
Successor Agency (Former Redev. Agency)	-	-	-	-
Citywide Subtotal	\$ 357,679,422	\$ 60,035,061	\$ 417,714,483	\$ 7,019,036
Less: Inter-Fund Transactions	(52,307,784)	-	(52,307,784)	-
Citywide Total	<u>\$ 305,371,638</u>	<u>\$ 60,035,061</u>	<u>\$ 365,406,699</u>	<u>\$ 7,019,036</u>



SUMMARY OF SOURCES

FY 2023 Proposed Budget

	S O U R C E S		
	Use of Reserves	Estimated Revenues	Total Sources
General Fund			
Operating Fund	1,031,009	149,820,807	150,851,816
Capital Outlay Fund		550,000	550,000
Measure C Capital Fund		26,207,605	26,207,605
Special Revenue Funds			
City Affordable Housing		1,517,240	1,517,240
Community Dev. Block Grant		1,196,247	1,196,247
County Library	406,600	670,330	1,076,930
Creeks Restoration and Water Quality	184,153	4,399,042	4,583,195
HOME Grant		578,817	578,817
Miscellaneous Grants	88,374	116,800	205,174
Perm Local Housing Alloc Fund	116,972	-	116,972
Police Asset Forfeiture and Grants	23,993	147,000	170,993
Santa Barbara Clean Energy		24,822,264	24,822,264
Street Sweeping	18,262	1,100,630	1,118,892
Streets		12,422,217	12,422,217
Supplemental Law Enforcement	7,532	218,104	225,636
Traffic Safety		245,000	245,000
Transportation Development Act	110	80,285	80,395
Transportation Sales Tax	5,897	4,193,757	4,199,654
Wildland Fire Benefit Assessment	348	299,442	299,790
Enterprise Funds			
Airport		26,603,380	26,603,380
Airport Capital Grants (FAA/PFC)		2,555,554	2,555,554
Airport Customer Facility Charge (CFC)		28,978	28,978
Downtown Parking		8,627,744	8,627,744
Golf		3,435,435	3,435,435
Solid Waste		32,648,398	32,648,398
Wastewater		27,006,741	27,006,741
Water	171,110	69,822,842	69,993,952
Waterfront	481,466	16,451,336	16,932,802
Internal Service Funds			
Energy Management	111,198	2,551,570	2,662,768
Facilities Management	245,341	7,073,285	7,318,626
Fire Equipment Replacement		34,850	34,850
Fleet Management		6,583,347	6,583,347
Information Technology	63,474	5,090,281	5,153,755
Police Equipment Replacement		87,000	87,000
Post-Employment Benefits Fund		2,056,393	2,056,393
Self-Insurance	1,240,407	10,005,907	11,246,314
Fiduciary Funds			
Revolving Rehabilitation Loan Fund	78,456	-	78,456
Citywide Subtotal	\$ 4,274,702	\$ 449,248,628	\$ 453,523,330
Less: Inter-Fund Transactions	-	(54,788,498)	(54,788,498)
Citywide Total	\$ 4,274,702	\$ 394,460,130	\$ 398,734,832

AND USES OF FUNDS

	U S E S			Surplus
	Operating Budget	Capital Program	Total Uses	
General Fund				
Operating Fund	150,851,816	-	150,851,816	-
Capital Outlay Fund	-	550,000	550,000	-
Measure C Capital Fund	-	24,649,221	24,649,221	1,558,384
Special Revenue Funds				
City Affordable Housing	1,058,796	-	1,058,796	458,444
Community Dev. Block Grant	1,196,247	-	1,196,247	-
County Library	1,076,930	-	1,076,930	-
Creeks Restoration and Water Quality	3,108,195	1,475,000	4,583,195	-
HOME Grant	578,817	-	578,817	-
Miscellaneous Grants	205,174	-	205,174	-
Perm Local Housing Alloc Fund	116,972	-	116,972	-
Police Asset Forfeiture and Grants	170,993	-	170,993	-
Santa Barbara Clean Energy	24,312,318	-	24,312,318	509,946
Street Sweeping	1,118,892	-	1,118,892	-
Streets	10,234,723	2,114,615	12,349,338	72,879
Supplemental Law Enforcement	225,636	-	225,636	-
Traffic Safety	245,000	-	245,000	-
Transportation Development Act	-	80,395	80,395	-
Transportation Sales Tax	2,510,116	1,689,538	4,199,654	-
Wildland Fire Benefit Assessment	299,790	-	299,790	-
Enterprise Funds				
Airport	22,964,866	1,220,000	24,184,866	2,418,514
Airport Capital Grants (FAA/PFC)	2,555,554	-	2,555,554	-
Airport Customer Facility Charge (CFC)	4,436	-	4,436	24,542
Downtown Parking	8,165,797	221,750	8,387,547	240,197
Golf	2,933,185	228,000	3,161,185	274,250
Solid Waste	31,568,382	-	31,568,382	1,080,016
Wastewater	21,374,625	4,990,000	26,364,625	642,116
Water	50,258,952	19,735,000	69,993,952	-
Waterfront	15,907,802	1,025,000	16,932,802	-
Internal Service Funds				
Energy Management	2,562,768	100,000	2,662,768	-
Facilities Management	6,868,626	450,000	7,318,626	-
Fire Equipment Replacement	34,850	-	34,850	-
Fleet Management	3,443,972	1,367,637	4,811,609	1,771,738
Information Technology	4,669,058	484,697	5,153,755	-
Police Equipment Replacement	-	-	-	87,000
Post-Employment Benefits Fund	2,056,393	-	2,056,393	-
Self-Insurance	11,246,314	-	11,246,314	-
Fiduciary Funds				
Revolving Rehabilitation Loan Fund	78,456	-	78,456	-
Citywide Subtotal	\$ 384,004,451	\$ 60,380,853	\$ 444,385,304	\$ 9,138,026
Less: Inter-Fund Transactions	(54,788,498)	-	(54,788,498)	-
Citywide Total	\$ 329,215,953	\$ 60,380,853	\$ 389,596,806	\$ 9,138,026

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SUMMARY SCHEDULES

Summary of Revenues by Fund

GENERAL FUND

	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Taxes					
Sales and Use	\$ 21,521,908	\$ 22,155,774	\$ 21,088,586	\$ 23,239,045	\$ 24,571,899
Utility Users	7,068,866	6,547,155	7,191,497	7,315,292	7,463,898
Property	38,148,151	38,013,014	40,330,845	42,347,386	44,888,229
Transient Occupancy	15,140,000	17,241,134	14,527,401	19,500,000	21,450,000
Business License	2,833,845	2,821,162	2,620,249	2,556,359	2,616,891
Real Property Transfer	657,612	820,089	896,870	923,776	951,490
Cannabis Tax	1,051,592	1,213,605	1,741,336	1,847,469	1,884,418
Total Taxes	\$ 86,421,975	\$ 88,811,933	\$ 88,396,784	\$ 97,729,327	\$ 103,826,825
Licenses					
Animal Licenses	123,019	128,674	97,407	109,366	119,058
Miscellaneous License and Permits	28,865	46,300	24,552	42,300	46,300
Total Licenses	\$ 151,884	\$ 174,974	\$ 121,959	\$ 151,666	\$ 165,358
Fines and Forfeitures					
Late Payment Penalties	239,505	350,000	810	350,000	350,000
Parking Violations	1,771,496	2,345,000	1,581,924	2,248,500	2,307,000
Library	18,756	23,300	6,680	23,300	23,300
Municipal Court Fines	34,350	40,000	15,000	30,000	40,000
Total Fines and Forfeitures	\$ 2,064,108	\$ 2,758,300	\$ 1,604,414	\$ 2,651,800	\$ 2,720,300
Use of Money and Property					
Investment Income	1,388,225	633,956	718,223	312,661	738,845
Rents and Concessions	417,940	465,423	342,908	431,734	480,376
Total Use of Money and Property	\$ 1,806,165	\$ 1,099,379	\$ 1,061,131	\$ 744,395	\$ 1,219,221
Intergovernmental					
JPA - Clets	107,499	101,669	108,000	103,604	105,264
Library Intergovernmental and Grants	972,260	970,944	973,978	988,962	988,962
Miscellaneous Grants	94,420	258,431	248,833	352,932	184,866
Motor Vehicle License Fee	74,026	46,600	46,600	75,000	75,000
Mutual Aid Reimbursement	1,438,018	2,500,000	2,992,709	1,000,000	1,000,000



SUMMARY SCHEDULES

Summary of Revenues by Fund (continued)

GENERAL FUND (continued)	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
P.O.S.T. Reimbursement	\$ 58,558	\$ 45,000	\$ 18,000	\$ 45,000	\$ 45,000
School District	450	-	-	-	-
SB 90 Reimbursements	66,153	-	-	-	-
Total Intergovernmental	\$ 2,811,384	\$ 3,922,644	\$ 4,388,120	\$ 2,565,498	\$ 2,399,092
Service Charges	\$ 10,499,812	\$ 14,377,953	\$ 9,863,954	\$ 12,989,111	\$ 14,274,091
Interfund Charges and Reimbursements	\$ 17,533,133	\$ 19,423,627	\$ 18,472,828	\$ 19,845,769	\$ 19,850,613
Interfund Transfers	\$ 2,396,257	\$ 727,794	\$ 652,302	\$ 1,684,432	\$ 677,510
Other Revenues					
Donations	171,426	204,709	191,084	139,709	139,709
Franchise Fees	3,634,850	3,724,896	3,669,069	3,706,830	3,754,661
Library Gift Funds	35,588	-	-	-	-
Miscellaneous	6,505,382	889,917	612,455	1,168,351	1,223,427
Video Provider PEG Fees	95,435	128,000	128,000	120,000	120,000
Total Other Revenue	\$ 10,442,680	\$ 4,947,522	\$ 4,600,608	\$ 5,134,890	\$ 5,237,797
Anticipated Year-End Variance	\$ -	\$ 2,100,000	\$ -	\$ -	\$ -
TOTAL GENERAL FUND	\$ 134,127,398	\$ 138,344,126	\$ 129,162,100	\$ 143,496,888	\$ 150,370,807
				-	-
CAPITAL PROJECT FUNDS					
MEASURE C CAPITAL FUND	\$ 22,888,713	\$ 22,764,753	\$ 22,764,753	\$ 24,988,418	\$ 26,207,605
SPECIAL REVENUE FUNDS					
City Affordable Housing	5,023,686	1,549,300	1,701,457	1,517,445	1,517,240
Community Development Block Grant	1,220,918	2,427,128	2,564,517	1,196,247	1,196,247
County Library	810,212	989,139	929,473	950,780	670,330



SUMMARY SCHEDULES

Summary of Revenues by Fund (continued)

SPECIAL REVENUE FUNDS (continued)

	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Creeks Restoration/Water Quality	\$ 3,409,666	\$ 3,714,298	\$ 3,171,031	\$ 4,010,347	\$ 4,399,042
HOME Grant	890,955	1,370,769	446,986	578,817	578,817
Miscellaneous Grants	2,204,480	3,129,504	1,249,113	110,800	116,800
Perm Housing Allocation Fund	-	-	-	-	-
Police Asset Forfeiture and Grants	199,506	147,000	187,400	147,000	147,000
Santa Barbara Clean Energy	-	5,752,791	525,000	10,972,584	24,822,264
Street Sweeping	974,694	1,082,800	978,800	1,079,676	1,100,630
Streets	27,041,172	38,074,602	37,978,064	12,217,264	12,422,217
Supplemental Law Enforcement	225,697	218,104	218,204	218,104	218,104
Traffic Safety	236,623	247,000	151,680	233,000	245,000
Transportation Development Act	85,790	81,108	78,148	80,290	80,285
Transportation Sales Tax	4,051,641	3,577,268	3,577,268	4,055,709	4,193,757
Wildland Fire Benefit Assessment	283,452	277,961	287,814	293,570	299,442
TOTAL SPECIAL REVENUE	\$ 46,658,492	\$ 62,638,770	\$ 54,044,955	\$ 37,661,633	\$ 52,007,175

ENTERPRISE FUNDS

Airport Fund

Leases - Commercial	4,992,136	5,401,943	5,069,935	5,531,982	6,129,091
Leases - Non-Commercial	4,553,509	4,101,226	4,520,518	4,829,460	5,258,560
Leases - Terminal	5,868,642	5,593,530	3,490,844	5,551,935	8,157,172
Leases - Commercial Aviation	5,645,907	4,907,606	3,840,655	5,121,457	6,795,178
Loans and Interest Income	339,435	214,600	138,720	114,535	112,920
Miscellaneous	7,250,088	1,232,728	12,289,445	7,419,196	150,459
Subtotal	\$ 28,649,716	\$ 21,451,633	\$ 29,350,117	\$ 28,568,565	\$ 26,603,380

Airport Capital Grants Fund

\$ 5,014,457	\$ 7,629,841	\$ 6,179,739	\$ 1,452,419	\$ 2,555,554
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Airport Facility Charge Fund

\$ 622,272	\$ 30,338	\$ 4,940	\$ 1,028,983	\$ 28,978
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Downtown Parking Fund

PBIA Assessment	749,472	750,000	581,795	750,000	900,000
Hourly Parking	3,733,039	3,765,856	1,611,172	4,116,569	4,988,981
Other Parking Fees	1,057,490	1,030,450	878,048	967,038	1,074,222
Lobero Garage	365,091	259,204	-	259,204	345,605
Commuter Lots	266,210	256,173	178,950	196,845	216,530



SUMMARY SCHEDULES

Summary of Revenues by Fund (continued)

<i>ENTERPRISE FUNDS (continued)</i>	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Interest Income	\$ 269,732	\$ 137,475	\$ 90,954	\$ 53,545	\$ 52,840
Rents and Leases	130,760	136,820	133,760	136,820	157,760
Transfer From General Fund	477,951	477,951	477,951	-	-
Miscellaneous	237,827	224,888	366,389	890,483	891,806
Subtotal	\$ 7,287,573	\$ 7,038,817	\$ 4,319,019	\$ 7,370,504	\$ 8,627,744
Golf Fund					
Greens Fees	1,652,693	1,920,178	2,215,648	2,016,269	2,074,958
Cart Fees	469,874	494,456	603,936	559,800	576,594
Merchandise	210,550	275,912	255,416	240,000	247,200
Concessions	116,802	159,071	162,459	205,211	162,252
Range Fees	151,982	158,312	229,249	202,200	208,266
Lessons	62,274	64,000	90,700	77,500	79,825
Interest Income	19,291	11,000	10,000	10,745	10,640
Miscellaneous	72,639	96,055	52,678	73,495	75,700
Subtotal	\$ 2,756,105	\$ 3,178,984	\$ 3,620,086	\$ 3,385,220	\$ 3,435,435
Solid Waste Fund	\$ 28,519,622	\$ 31,231,349	\$ 28,947,015	\$ 31,602,045	\$ 32,648,398
Wastewater Fund					
Service Charges	22,173,531	23,154,034	23,366,661	24,955,275	26,232,981
Connection Fees	667,543	627,500	309,045	472,876	472,876
Interest Income	519,779	308,400	197,040	151,245	149,240
Rents and Leases	61,072	61,072	61,072	61,072	61,072
Intergovernmental	2,570,781	118,393	-	-	-
Miscellaneous	101,182	90,572	106,889	90,572	90,572
Subtotal	\$ 26,093,888	\$ 24,359,971	\$ 24,040,707	\$ 25,731,040	\$ 27,006,741
Water Fund					
Metered Sales	52,851,343	53,054,313	54,600,894	57,330,939	60,197,486
Water Service & Meters	819,995	601,870	433,106	416,615	416,615
Water Turn On Fees	205,788	261,836	130,632	130,632	130,632
Water Tap Fees	235,264	236,276	68,815	68,815	68,815
J.P.A. Reimbursement	3,571,993	3,114,716	3,668,800	3,114,716	3,114,716



SUMMARY SCHEDULES

Summary of Revenues by Fund (continued)

<i>ENTERPRISE FUNDS (continued)</i>	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Interest Income	\$ 1,917,150	\$ 1,326,920	\$ 884,815	\$ 684,620	\$ 675,815
Intergovernmental	6,582,391	-	252,245	4,790,343	4,972,017
Miscellaneous	22,026,392	10,248,245	382,482	246,746	246,746
Subtotal	\$ 88,210,317	\$ 68,844,176	\$ 60,421,789	\$ 66,783,426	\$ 69,822,842
Waterfront Fund					
Leases - Commercial	1,695,172	1,595,397	1,600,000	1,850,000	1,905,500
Leases - Food Service	2,996,792	2,762,500	1,850,000	2,795,000	3,250,000
Leases - Other	385,803	380,000	355,000	385,000	392,316
Interest Income	392,829	259,200	237,000	94,690	93,980
Parking Fees & Permits	2,461,492	2,784,969	2,507,341	2,994,685	3,054,580
Slip Rentals	4,667,146	4,688,794	4,688,794	4,829,458	4,974,342
Visitor Fees	520,040	530,604	640,000	649,459	662,448
Slip Transfer Fees	1,225,350	1,000,000	1,170,900	1,200,000	1,236,000
Live Aboard Fees	150,658	148,320	148,320	152,770	157,353
Intergovernmental	15,468	93,783	93,783	-	-
Miscellaneous	526,220	305,906	262,571	712,684	724,817
Subtotal	\$ 15,036,970	\$ 14,549,473	\$ 13,553,709	\$ 15,663,746	\$ 16,451,336
TOTAL ENTERPRISE FUNDS	\$ 202,190,920	\$ 178,314,582	\$ 170,437,121	\$ 181,585,948	\$ 187,180,408
INTERNAL SERVICE FUNDS					
Energy Management	\$ -	\$ 1,910,166	\$ 1,910,166	\$ 2,369,071	\$ 2,551,570
Facilities Management Fund					
Building Maintenance	3,744,336	3,613,845	3,487,480	3,831,750	4,008,320
Electronic Maintenance	1,158,862	1,222,526	1,222,526	1,184,971	1,282,965
Custodial Services	1,676,997	1,624,610	1,624,610	1,630,462	1,782,000
Energy Management	1,770,865	-	-	-	-
Subtotal	\$ 8,351,060	\$ 6,460,981	\$ 6,334,616	\$ 6,647,183	\$ 7,073,285
Fire Equipment Replacement Fund	\$ 34,850	\$ 34,850	\$ 34,850	\$ 34,850	\$ 34,850
Fleet Management Fund	\$ 6,777,537	\$ 6,499,964	\$ 6,405,735	\$ 6,413,233	\$ 6,583,347
Information Technology Fund	\$ 3,967,807	\$ 4,177,398	\$ 4,099,204	\$ 4,701,000	\$ 5,090,281
Library Equipment Fund	\$ -	\$ -	\$ -	\$ -	\$ -
Police Equipment Replacement Fund	\$ 87,000	\$ 87,000	\$ 87,000	\$ 87,000	\$ 87,000



SUMMARY SCHEDULES

Summary of Revenues by Fund (continued)

INTERNAL SERVICE (continued)	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Post-Employment Benefits Fund	\$ 1,929,977	\$ 1,929,982	\$ -	\$ 1,993,186	\$ 2,056,393
Self-Insurance Fund					
Workers' Compensation Premiums	\$ 4,100,535	\$ 4,132,712	\$ 4,132,712	\$ 4,164,100	\$ 4,370,056
Unemployment Insurance Premiums	217,603	227,559	313,729	277,529	427,559
Property/Liability Insurance Premiums	3,622,550	3,523,844	3,523,817	4,168,875	4,862,478
Occupational Safety and Health Charges	275,000	275,896	275,896	290,230	292,974
Interest Income	255,706	146,000	146,000	53,545	52,840
Other Revenue	-	-	593	-	-
Subtotal	\$ 8,471,393	\$ 8,306,011	\$ 8,392,747	\$ 8,954,279	\$ 10,005,907
TOTAL INTERNAL SERVICE	\$ 29,619,623	\$ 29,406,352	\$ 27,264,318	\$ 31,199,802	\$ 33,482,633
Fiduciary Funds					
Successor Agency (Former Redev. Agency)	\$ 163,837	\$ -	\$ 115	\$ -	\$ -
TOTAL FIDUCIARY FUNDS	\$ 163,837	\$ -	\$ 115	\$ -	\$ -
TOTAL CITYWIDE REVENUE	\$ 435,648,984	\$ 431,468,583	\$ 403,673,362	\$ 418,932,689	\$ 449,248,628
Less: All Inter-fund Transactions	(46,643,436)	(48,459,085)	(48,459,085)	(52,307,784)	(54,788,498)
CITYWIDE REVENUE (NET)	\$ 389,005,548	\$ 383,009,498	\$ 355,214,277	\$ 366,624,905	\$ 394,460,130



SUMMARY SCHEDULES

Summary of Appropriations by Fund

GENERAL FUND	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
City Administrator's Office					
Administration	1,859,892	2,244,539	2,157,486	2,319,848	2,328,563
City Clerks Office	1,166,249	610,408	586,234	1,059,402	708,064
Employee Relations	-	517,506	349,759	284,769	287,782
City TV - Channel 18	550,758	570,693	520,732	586,847	620,598
Subtotal	\$ 3,576,899	\$ 3,943,146	\$ 3,614,211	\$ 4,250,866	\$ 3,945,007
City Attorney's Office					
Administration	1,553,892	1,382,420	1,379,736	737,996	954,686
Advisory	1,430,295	1,356,401	1,277,588	1,444,334	1,469,323
Civil Litigation	1,145,103	1,241,916	1,134,055	1,360,520	1,386,911
Code Enforcement & Criminal Prosecution	363,210	443,308	454,023	460,236	470,802
Subtotal	\$ 4,492,500	\$ 4,424,045	\$ 4,245,402	\$ 4,003,086	\$ 4,281,722
Community Development					
Administration	1,183,816	1,323,026	1,259,323	1,212,493	1,507,348
CDBG Admin. and Human Services	1,091,189	857,106	847,247	959,875	1,062,958
Rental Housing Mediation Task Force	245,910	264,836	266,875	284,941	297,997
Long Range Planning & Special Studies	915,887	1,080,930	1,011,589	1,108,997	1,134,787
Development/Environmental Review	1,357,509	1,459,604	1,405,831	1,641,339	1,710,326
Zoning: Ordinance, Info and Enforcement	1,546,901	1,502,989	1,414,155	1,539,363	1,588,057
Design Review and Historic Preservation	1,276,138	1,480,382	1,328,351	1,562,184	1,621,704
Building Inspection and Code Enforcement	1,620,303	1,868,855	1,669,085	2,129,680	2,209,011
Records, Archives and Clerical Services	671,652	783,778	638,659	755,659	790,731
Building Counter and Plan Review	2,041,171	2,571,519	2,328,776	2,268,069	2,413,955
Subtotal	\$ 11,950,476	\$ 13,193,025	\$ 12,169,891	\$ 13,462,600	\$ 14,336,874
Finance					
Administration	318,292	327,869	292,230	326,730	297,839
Budget Management	476,735	508,840	498,038	546,008	579,761
Revenue and Cash Management	464,618	507,523	512,172	538,369	553,002
Cashiering and Collections	575,834	552,731	524,036	616,829	641,700
Licenses and Permits	449,655	488,778	433,121	558,312	575,078
City Billing and Customer Service	671,071	674,295	718,608	773,427	793,071



SUMMARY SCHEDULES

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Accounting Services	\$ 923,389	\$ 978,574	\$ 961,620	\$ 1,001,341	\$ 1,069,661
Payroll	419,889	422,411	414,248	459,668	481,400
Accounts Payable	235,115	250,343	244,412	260,047	268,949
Purchasing	798,145	847,919	829,427	871,737	895,042
Central Warehouse	211,013	205,699	209,983	233,121	242,154
Mail Courier Services	137,008	155,244	144,760	147,870	150,142
Subtotal	\$ 5,680,764	\$ 5,920,226	\$ 5,782,655	\$ 6,333,459	\$ 6,547,799
Fire					
Administration	1,247,853	790,257	888,668	949,091	1,153,964
Emergency Services and Public Education	425,597	464,995	461,899	493,686	495,941
Fire Prevention	1,397,925	1,461,666	1,402,877	1,500,725	1,560,069
Wildland Fire Mitigation	203,721	269,454	253,868	549,538	463,546
Operations	23,151,220	25,001,764	25,185,821	24,304,297	25,135,665
Fire Training and Recruitment	986,696	815,712	722,991	821,472	1,142,483
Aircraft Rescue and Firefighting (ARFF)	2,546,330	2,726,888	2,679,258	2,845,033	2,936,337
Subtotal	\$ 29,959,340	\$ 31,530,736	\$ 31,595,382	\$ 31,463,842	\$ 32,888,005
General Government	\$ 1,045,313	\$ 2,914,399	\$ 1,364,399	\$ (1,033,306)	\$ (3,091,693)
Human Resources	\$ 1,562,479	\$ 1,678,349	\$ 1,617,993	\$ 1,840,056	\$ 1,968,584
Library					
Administration	777,842	637,538	537,320	548,659	854,401
Central Library	4,322,707	4,662,037	4,455,754	5,271,305	5,405,126
Eastside Library	362,991	387,068	295,146	354,021	365,264
Library on the Go	-	-	-	117,343	119,349
Subtotal	\$ 5,463,540	\$ 5,686,643	\$ 5,288,220	\$ 6,291,328	\$ 6,744,140
Mayor and City Council					
Mayor and City Council	836,867	839,524	857,541	973,581	1,016,852
Arts and Community Promotions	2,663,697	2,583,532	2,561,732	2,617,151	2,693,322
Subtotal	\$ 3,500,564	\$ 3,423,056	\$ 3,419,273	\$ 3,590,732	\$ 3,710,174
Parks and Recreation					
Administration	886,389	1,064,691	900,381	982,382	1,124,780
Project Management Team	494,046	676,090	509,078	656,294	696,603



SUMMARY SCHEDULES

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
RECREATION					
Recreation Program Management	\$ 618,983	\$ 695,261	\$ 702,693	\$ 541,395	\$ 1,010,863
Recreation Facilities and Special Events	908,767	1,158,943	939,638	1,310,956	1,391,744
Active Adults and Classes	781,078	830,048	692,467	805,480	848,836
Aquatics	1,478,723	1,692,820	1,705,016	1,795,419	1,799,849
Sports	488,440	605,203	384,692	585,852	702,040
Tennis	307,741	269,857	292,433	367,595	360,213
Youth Activities	1,154,889	1,300,634	776,186	1,330,258	1,401,878
Neighborhood and Outreach Services	1,018,455	1,096,212	928,720	1,103,562	1,173,403
PARKS					
Park Operations Management	780,275	930,973	845,542	819,931	949,083
Park Grounds and Facilities Maintenance	5,036,062	5,312,846	5,263,422	5,506,188	5,693,103
Forestry	1,414,100	1,378,191	1,329,307	1,429,858	1,489,945
Beach Maintenance	141,124	158,119	119,517	138,093	148,301
Medians, Parkways and Contracts	476,589	532,187	504,981	561,767	579,660
Subtotal	\$ 15,985,661	\$ 17,702,074	\$ 15,894,073	\$ 17,935,030	\$ 19,370,301
Police					
Chief's Staff	1,147,917	895,478	968,817	(1,141,278)	875,473
Business Office	515,099	509,836	560,759	719,002	752,445
Strategic Operations & Personnel	2,446,447	1,988,079	1,921,020	1,736,002	1,753,315
Response and Restorative Policing	1,144,766	534,427	339,370	496,537	527,798
Special Events	820,824	326,465	203,787	576,217	618,601
Animal Control	838,674	876,911	876,323	887,981	910,769
Training, Recruitment, & Wellness	985,550	1,302,287	1,251,006	1,759,332	1,820,422
Range and Equipment	1,471,320	1,349,459	1,343,316	1,437,708	1,480,474
Field Operations	15,951,563	19,775,945	18,757,821	21,452,782	22,335,357
Traffic Safety	1,463,917	701,534	547,861	686,034	724,331
Street Crimes Unit	1,514,202	1,331,898	1,230,041	1,372,463	1,466,392
Special Enforcement Team	1,474,547	850,271	1,082,224	814,143	842,598
Combined Command Center	3,063,110	2,904,240	3,037,257	2,991,473	3,108,043
Criminal Investigation & Internal Operations	6,318,901	5,995,648	5,457,325	6,172,060	6,396,118
Crime Lab	142,293	158,022	155,807	161,100	161,774
Information Technology & Crime Analysis	1,474,334	1,629,338	1,571,120	1,655,280	1,697,206
Property & Evidence Management	246,453	256,070	249,917	262,759	267,825
Records and Parking Customer Service	1,763,479	1,809,635	1,751,019	1,985,359	2,080,289
Parking Enforcement	1,426,894	1,541,302	1,491,390	1,626,797	1,676,897
Subtotal	\$ 44,210,289	\$ 44,736,845	\$ 42,796,180	\$ 45,651,751	\$ 49,496,127



SUMMARY SCHEDULES

Summary of Appropriations by Fund (continued)

GENERAL FUND (continued)	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Sustainability and Resilience	\$ -	\$ 86,612	\$ 33,719	\$ 158,833	\$ 170,120
Public Works					
Administration	\$ 1,193,800	\$ 1,300,690	\$ 1,247,828	\$ 1,134,173	\$ 1,469,887
Engineering Services	5,270,272	6,013,796	5,675,643	6,302,704	6,518,462
Land Development	1,599,542	1,584,863	1,448,020	1,946,145	2,013,737
Environmental Compliance	500,406	443,272	444,764	474,043	482,570
Subtotal	\$ 8,564,020	\$ 9,342,621	\$ 8,816,255	\$ 9,857,065	\$ 10,484,656
TOTAL GENERAL FUND	\$ 135,991,844	\$ 144,581,777	\$ 136,637,653	\$ 143,805,342	\$ 150,851,816
Measure C Capital Fund	\$ 22,928,713	\$ 22,764,753	\$ 22,764,753	\$ 23,879,218	\$ 24,649,221
SPECIAL REVENUE FUNDS					
City Affordable Housing	1,245,067	3,073,230	3,001,555	1,220,272	1,058,796
Community Development Block Grant	843,640	4,494,860	3,069,232	1,196,247	1,196,247
County Library	773,377	949,294	838,483	985,653	1,076,930
Creeks Restoration & Water Quality	2,288,344	3,016,823	2,644,151	3,129,788	3,108,195
HOME Grant	960,469	1,185,415	431,704	578,817	578,817
Miscellaneous Grants	2,031,656	3,557,321	1,551,469	195,168	205,174
Perm Local Housing Allocation Fund	-	359,959	-	111,659	116,972
Police Asset Forfeiture & Grants	214,454	189,345	168,478	168,746	170,993
Santa Barbara Clean Energy	-	3,793,127	388,127	10,208,898	24,312,318
Street Sweeping	925,430	1,012,325	1,003,054	1,104,902	1,118,892
Streets	11,062,071	13,486,242	12,895,311	10,067,581	10,234,723
Supplemental Law Enforcement	225,697	218,104	221,656	220,556	225,636
Traffic Safety	236,623	247,000	151,680	233,000	245,000
Transportation Sales Tax	3,072,252	2,967,808	2,626,574	2,532,234	2,510,116
Wildland Fire Benefit Assessment	308,774	342,129	321,496	293,596	299,790
TOTAL SPECIAL REVENUE	\$ 24,187,852	\$ 38,892,981	\$ 29,312,970	\$ 32,247,117	\$ 46,458,599



SUMMARY SCHEDULES

Summary of Appropriations by Fund (continued)

ENTERPRISE FUNDS	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Airport Fund					
Administration	\$ 9,349,306	\$ 12,231,826	\$ 10,956,667	\$ 6,965,128	\$ 7,215,050
Business and Property Management	2,034,292	2,091,377	1,599,269	2,070,408	2,076,331
Marketing and Communications	498,693	618,857	576,269	558,898	574,409
Airport Facilities Maintenance	4,235,200	4,819,572	4,670,662	4,957,510	5,067,238
Air Operations Area Maintenance	865,149	1,051,674	914,106	1,065,014	1,031,719
Airport Security	2,145,508	2,517,996	2,387,045	2,848,172	2,936,099
Airport Certification and Operations	4,834,613	5,440,360	5,179,852	5,590,880	5,748,770
Facility Planning and Development	537,991	1,331,979	1,236,811	704,653	875,240
Subtotal	\$ 24,500,752	\$ 30,103,642	\$ 27,520,681	\$ 24,760,663	\$ 25,524,856
Downtown Parking Fund	\$ 8,408,614	\$ 8,600,956	\$ 7,637,159	\$ 7,939,937	\$ 8,165,797
Municipal Golf Course Fund	\$ 2,116,072	\$ 2,865,875	\$ 2,773,106	\$ 2,890,601	\$ 2,933,185
Solid Waste Fund	\$ 26,964,831	\$ 30,848,353	\$ 27,928,797	\$ 30,351,677	\$ 31,568,382
Wastewater Fund					
Sewer Lateral Inspection	58	818,661	561,827	1,150,038	1,209,699
Water Resources Management	4,181,512	6,759,816	6,228,788	6,852,667	6,905,646
Wastewater Collection	4,693,742	4,536,393	4,148,552	4,488,273	4,585,817
Wastewater Treatment	7,964,244	7,701,868	7,398,419	7,472,730	7,779,966
Water Resources Laboratory	703,592	1,020,845	714,323	878,089	893,497
Subtotal	\$ 17,543,148	\$ 20,837,583	\$ 19,051,909	\$ 20,841,797	\$ 21,374,625
Water Fund					
Water Resources Management	9,488,357	11,332,741	10,715,678	10,482,013	10,711,174
Water Supply Management	10,860,153	12,434,073	11,170,145	11,439,788	11,404,765
Gibraltar Dam	415,327	534,221	520,468	566,342	571,544
Recycled Water	1,102,381	1,116,060	1,086,360	1,069,925	1,090,066
Water Treatment	4,250,067	5,256,497	4,810,389	5,184,790	5,351,784
Water Desalination Program	5,433,028	9,340,598	9,316,344	9,608,004	9,740,831
Water Distribution	7,642,485	10,002,199	8,757,887	9,227,577	9,464,275



SUMMARY SCHEDULES

Summary of Appropriations by Fund (continued)

<i>ENTERPRISE FUNDS (continued)</i>	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Meter Reading	\$ 826,100	\$ 904,405	\$ 860,471	\$ 1,128,260	\$ 1,182,020
Water Resources Laboratory	616,478	815,795	643,945	725,670	742,493
Subtotal	\$ 40,634,376	\$ 51,736,589	\$ 47,881,687	\$ 49,432,369	\$ 50,258,952
Waterfront Fund					
Admin. Support and Community Relations	2,831,842	2,511,198	2,365,255	2,789,573	2,918,953
Property Management	412,717	510,229	338,875	443,782	509,928
Financial Management	376,183	480,391	439,950	504,564	517,666
Parking Services	1,019,632	1,291,407	924,374	1,216,583	1,241,111
Harbor Patrol	2,425,658	2,769,684	2,389,665	2,834,239	2,920,476
Marina Management	244,420	391,564	300,073	413,191	402,776
Facilities Maintenance	4,446,398	4,688,763	4,297,347	4,872,994	4,997,412
Facilities Design and Capital Program	1,044,816	2,367,194	2,214,523	2,385,476	2,399,480
Subtotal	\$ 12,801,665	\$ 15,010,430	\$ 13,270,062	\$ 15,460,402	\$ 15,907,802
TOTAL ENTERPRISE FUNDS	\$ 132,969,458	\$ 160,003,428	\$ 146,063,401	\$ 151,677,446	\$ 155,733,599
-					
INTERNAL SERVICE FUNDS					
Energy Management	\$ -	\$ 2,732,794	\$ 1,976,110	\$ 2,369,225	\$ 2,562,768
Facilities Management Fund					
Building Maintenance	3,672,516	3,501,412	3,190,381	3,611,806	3,706,358
Electronic Maintenance	1,112,809	1,256,430	1,184,620	1,310,030	1,342,984
Custodial Services	1,666,222	1,709,879	1,558,145	1,774,345	1,815,686
Energy Management	1,721,476	-	-	7,198	3,598
Subtotal	\$ 8,173,023	\$ 6,467,721	\$ 5,933,146	\$ 6,703,379	\$ 6,868,626
Fire Equipment Replacement	\$ 33,564	\$ 34,850	\$ 34,850	\$ 34,850	\$ 34,850
Fleet Management Fund	\$ 3,220,172	\$ 3,736,337	\$ 3,572,460	\$ 4,341,968	\$ 3,443,972
Information Technology Fund	\$ 3,720,894	\$ 3,858,329	\$ 3,502,770	\$ 4,336,250	\$ 4,629,058
Library Equipment Fund	\$ 1,637	\$ 2,907	\$ 2,907	\$ -	\$ -



SUMMARY SCHEDULES

Summary of Appropriations by Fund (continued)

INTERNAL SERVICE FUNDS <i>(continued)</i>	FY 2020 Actual	FY 2021 Amended	FY 2021 Projected	FY 2022 Adopted	FY 2023 Proposed
Police Equipment Replacement	\$ 9,960	\$ 371,040	\$ 458,040	\$ -	\$ -
Post-Employment Benefits Fund	\$ 2,617,031	\$ 1,929,982	\$ -	\$ 1,993,186	\$ 2,056,393
Self-Insurance Fund					
Risk Management Admin. Operations	1,723,161	1,957,448	1,978,329	2,465,323	2,802,212
Workers' Compensation	4,518,947	3,815,336	5,233,751	4,087,485	4,188,640
Liability	3,673,609	2,263,721	2,957,468	3,169,191	3,962,688
Occupational Safety and Health	184,710	280,832	237,988	270,932	292,774
Subtotal	\$ 10,100,427	\$ 8,317,337	\$ 10,407,536	\$ 9,992,931	\$ 11,246,314
TOTAL INT. SERVICE FUNDS	\$ 27,876,707	\$ 27,451,296	\$ 25,887,819	\$ 29,771,789	\$ 30,841,981
Fiduciary Funds					
Revolving Rehab. Loan Fund	\$ 129,900	\$ 197,797	\$ 158,981	\$ 177,728	\$ 78,456
Successor Agency (Former Redev. Agency)	\$ 16,633,039	\$ 125,000	\$ 45,368	\$ -	\$ -
TOTAL FIDUCIARY FUNDS	\$ 16,762,939	\$ 322,797	\$ 204,349	\$ 177,728	\$ 78,456
CITY OPERATING BUDGET	360,717,513	394,017,032	360,870,945	357,679,422	408,613,672
Less: All Inter-fund Transactions	(46,643,436)	(48,459,085)	(48,459,085)	(52,307,784)	(54,788,498)
CITY OPERATING (NET)	314,074,077	345,557,947	312,411,860	305,371,638	353,825,174
Add: Capital Program - All Funds	66,051,553	149,326,206	147,830,366	60,035,061	49,484,671
CITY BUDGET TOTAL (NET)	\$ 380,125,630	\$ 494,884,153	\$ 460,242,226	\$ 365,406,699	\$ 403,309,845



SUMMARY OF POSITIONS

Positions by Department

Department	Actual FY 2019	Actual FY 2020	Amended FY 2021	Adopted FY 2022	Proposed FY 2023
Administrative Services	15.45	15.45	-	-	-
Airport	63.00	66.00	67.00	67.50	68.50
City Administrator's Office	8.30	8.30	14.85	15.50	15.50
City Attorney's Office	15.75	15.75	15.75	16.75	16.75
Community Development	75.35	77.35	77.65	80.65	80.65
Finance	47.50	47.50	39.50	39.50	39.50
Fire	106.00	106.00	106.00	106.00	106.00
Human Resources	-	-	10.00	10.25	10.25
Information Technology	16.15	16.15	17.15	18.25	18.25
Library	35.00	33.00	34.80	37.40	37.40
Mayor and City Council	8.00	8.00	8.00	8.00	8.00
Parks and Recreation	90.45	91.35	91.48	91.48	91.48
Police	210.00	210.00	210.00	209.00	209.00
Public Works	298.70	299.70	300.00	301.00	301.00
Sustainability and Resilience	-	-	14.65	16.15	16.15
Waterfront	47.00	47.00	48.13	47.13	47.13
CITY TOTAL (FTEs)	1,036.65	1,041.55	1,054.95	1,064.55	1,065.55

Positions by Fund for Fiscal Year 2022 & 2023

General Fund	Adopted	General Fund	Adopted
City Administrator's Office	15.50	Library	34.25
City Attorney's Office	16.75	Mayor and City Council	8.00
Community Development	73.18	Parks and Recreation	82.10
Finance	35.32	Police	206.83
Fire	105.00	Public Works	49.75
Human Resources	10.25	Sustainability & Resilience	0.75
GENERAL FUND SUBTOTAL (FTEs)			637.68



SUMMARY OF POSITIONS

Positions by Fund for Fiscal Year 2022

Fund	Adopted	Fund	Adopted
Airport	67.50	Perm. Local Housing Allocation	1.00
City Affordable Housing	4.48	Police Asset Forfeiture	1.05
Community Dev. Block Grant	1.40	Revolving Rehab Loan Fund	1.17
County Library	2.15	SB Clean Energy	1.00
Creeks Restoration & Water Quality	8.98	Self-Insurance	0.25
Downtown Parking	23.90	Solid Waste	1.10
Energy Management	4.10	Street Sweeping	4.18
Facilities Management	36.80	Streets	10.20
HOME Grant	0.29	Supplemental Law Enforcement	0.90
Fleet Maintenance	13.20	Transportation Sales Tax	37.34
Fleet Replacement	1.80	Wastewater	51.88
Golf	0.40	Water	77.88
Information Technology	18.25	Waterfront	47.13
Miscellaneous Grants – Library	7.55	Wildland Fire Assessment	1.00
CITY TOTAL (FTEs)			1,064.55

Positions by Fund for Fiscal Year 2023

Fund	Proposed	Fund	Proposed
Airport	68.50	Perm. Local Housing Allocation	1.00
City Affordable Housing	4.48	Police Asset Forfeiture	1.05
Community Dev. Block Grant	1.40	Revolving Rehab Loan Fund	1.17
County Library	2.15	SB Clean Energy	1.00
Creeks Restoration & Water Quality	8.98	Self-Insurance	0.25
Downtown Parking	23.90	Solid Waste	1.10
Energy Management	4.10	Street Sweeping	4.18
Facilities Management	36.80	Streets	10.20
HOME Grant	0.29	Supplemental Law Enforcement	0.90
Fleet Maintenance	13.20	Transportation Sales Tax	37.34
Fleet Replacement	1.80	Wastewater	51.88
Golf	0.40	Water	77.88
Information Technology	18.25	Waterfront	47.13
Miscellaneous Grants – Library	7.55	Wildland Fire Assessment	1.00
CITY TOTAL (FTEs)			1,065.55



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
GENERAL FUND CAPITAL PROGRAM		
Standards of Coverage Study <i>Fire</i> <i>A Standards of Coverage study is also known as a “deployment analysis.” This Risk Management Plan is a written document produced after determining the distribution and concentration of fixed and mobile fire department resources.</i>	75,000	-
Automatic Vehicle Routing and Recommendation (AVRR) <i>Fire</i> <i>The City Police Department Combined Dispatch Center uses Versaterm for its Computer Aided Dispatch (CAD). AVRR is the Versaterm proprietary term to describe GPS-based dispatching.</i>	40,000	-
Central Library Automated Materials Handling System <i>Library</i> <i>This project would extend the automated materials handling system to the Lower Level staff area. The new system would check in and sort thousands of items, freeing up staff time to focus on tasks that add direct value to customers.</i>	150,000	-
Eastside Neighborhood Park Renovation <i>Parks and Recreation</i> <i>Renovation of Eastside Neighborhood Park will provide a new playground, walking paths, community garden upgrades, new lighting, enhanced picnic area, and renewed play space for children and family gatherings.</i>	400,000	-
Park Infrastructure Safety Program <i>Parks and Recreation</i> <i>This program supports the repair and replacement of park fencing, gates, pathways, park benches, picnic areas, and signage.</i>	-	100,000
Franceschi Park Renovation <i>Parks and Recreation</i> <i>The purpose of this project is to support the development of an open air pavilion that honors Dr. Franceschi and Alden Freeman and complete a revised park master plan.</i>	-	300,000
West Beach Splash Playground <i>Parks and Recreation</i> <i>This project will replace a defunct wading pool and provide a new children's playground with splash features.</i>	-	150,000
Total General Fund Capital Program	665,000	550,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
-	-	-	75,000	Non-recurring
-	-	-	40,000	Non-recurring
-	-	-	150,000	Non-recurring
-	-	-	400,000	Non-recurring
100,000	100,000	100,000	400,000	Recurring
-	-	5,000,000	5,300,000	Non-recurring
7,500,000	-	-	7,650,000	Non-recurring
7,600,000	100,000	5,100,000	14,015,000	



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
MEASURE C CAPITAL PROGRAM		
Cabrillo Pavilion Renovation <i>Parks and Recreation</i> <i>Restoration of the historic Cabrillo Pavilion as a viable community recreation center that serves Santa Barbara residents and visitors and returns the building to its original status as the "crown jewel of East Cabrillo Boulevard". Payback of loan to the Fleet Replacement Fund.</i>	40,800	41,616
Central Library Lower Level Workspace Renovation <i>Library</i> <i>Located under the Faulkner Galleries, this space has not received any significant updates since the 1980 remodel and expansion of the library. This project would include upgrades to carpeting, staff workstations, storage, lighting, electrical, data, and ADA accessibility.</i>	913,000	-
Central Library ADA Compliant Elevator <i>Library</i> <i>To install an ADA compliant elevator at Central Library in order to increase space for mobility devices and to reduce wait times for elevator use.</i>	500,000	-
Central Library Upper Level Needs Assessment <i>Library</i> <i>Create a community-centered space using innovative designs that effectively address the needs of library users, incorporating a dedicated teen space that supports the emotional, social, and intellectual development of teens, flexible programming spaces, study areas for both collaboration and traditional research, and spaces that foster creativity and hands-on learning.</i>	150,000	-
Eastside Library Garage Construction <i>Library</i> <i>This project is to construct a garage at the Eastside Library facility to safely store the "Library on the Go" outreach van as well as needed equipment.</i>	-	200,000
Dwight Murphy Field Renovation <i>Parks and Recreation</i> <i>This project will develop a universally accessible playground, artificial turf multi-sport field, new youth baseball field, lighting, restrooms, walking paths, landscape, and outdoor fitness equipment, and provide expansion of onsite parking and public right-of-way pedestrian improvements.</i>	200,000	250,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
546,468	546,468	546,468	1,721,820	Non-recurring
-	-	-	913,000	Non-recurring
-	-	-	500,000	Non-recurring
1,000,000	-	-	1,150,000	Non-recurring
-	-	-	200,000	Non-recurring
4,000,000	-	-	4,450,000	Non-recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
MEASURE C CAPITAL PROGRAM (Continued)		
Ortega Park Renovation Parks and Recreation <i>This project will complete a full scale rehabilitation of the 5.46 acre Ortega Park with a combined soccer and youth baseball field, skate park, playground, family picnic area, multigenerational activity zone, and aquatics facility. The project includes site access and circulation improvements with pedestrian pathways surrounding and within the park.</i>	-	500,000
Plaza Vera Cruz Renovation Parks and Recreation <i>The purpose of this project is to renovate Plaza Vera Cruz to enhance use of the park through additional recreation opportunities.</i>	-	200,000
Playground Replacement Program Parks and Recreation <i>The purpose of the program is to maintain the City's 22 playgrounds in conformance with safety and accessibility standards. This program is based on a 12-year replacement schedule.</i>	-	150,000
Plaza del Mar Band Shell Renovation Parks and Recreation <i>This project will provide structural repairs including the building frame, roof, and wood stage as well as electrical upgrades and site access improvements. Regular maintenance and preservation has not occurred. Renovation will support the community request for outdoor concert and performance venues.</i>	175,000	-
Urban Forest Management Plan Implementation Parks and Recreation <i>This project will provide tree planting and maintenance within the City's Street parkways.</i>	250,000	200,000
Santa Barbara Police Department Station Police <i>The replacement of the Police Department Station. The current structure does not meet essential building standards and significant seismic issues must be addressed. Starting in FY 23 is for planned debt issuance.</i>	2,500,000	4,168,880
ADA - Transition Plan & Facility Walkways Public Works <i>Annual recurring project to upgrade General Fund Buildings and associated walkways, pathways, parking lots, and driveways to comply with the Americans with Disabilities Act (ADA) code requirement.</i>	350,000	350,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
-	-	-	500,000	Non-recurring
750,000	-	-	950,000	Non-recurring
175,000	150,000	150,000	625,000	Recurring
-	-	-	175,000	Non-recurring
250,000	250,000	250,000	1,200,000	Recurring
4,168,880	5,304,880	5,308,240	21,450,880	Non-recurring
350,000	350,000	350,000	1,750,000	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
MEASURE C CAPITAL PROGRAM (Continued)		
Business Corridor Improvements <i>Public Works</i> <i>To provide the ongoing maintenance of business corridors in order to support clean and vibrant business districts. Work includes sidewalk maintenance, curb painting, sign maintenance, graffiti abatement, street lighting maintenance, and other maintenance improvements located in the public right-of-way.</i>	500,000	500,000
Eastside Library Security Cameras <i>Public Works</i> <i>This project includes the installation of security cameras as an added safety measure to protect community members using the library as well as deter theft of material and equipment in the facility.</i>	55,000	-
630 Garden Building Security Upgrades <i>Public Works</i> <i>Security upgrades by way of access control, security cameras, installation of barriers, and workspace hardening to protect City staff and assets. Coordinating project cope with Minor Renewal - 630 Garden Street Building project.</i>	240,000	-
Parking Lot - Public Works Corporate Yard Repave <i>Public Works</i> <i>Repair, resurface, and repave the Public Works, Community Development, and Corporate Yard parking lot.</i>	100,000	-
630 Garden Building Fire Protection <i>Public Works</i> <i>The installation of an electronic fire alarm system including: smoke and heat detectors, annunciators and strobes, pull stations, and all other electronic detection equipment. Includes addition of sprinkler systems in some areas.</i>	200,000	-
Minor Renewal - La Mesa Park Restroom <i>Public Works</i> <i>Minor renewal of La Mesa Park Restroom facility including, but not limited to: roofing repair/replacement, window and door replacement, painting, plumbing, electrical upgrades, restroom partitions, fixtures and finishes.</i>	145,000	-
Minor Renewal - Los Banos Building <i>Public Works</i> <i>Minor renewal of Los Banos Building including but not limited to: roofing repair/replacement, window and door replacement, exterior painting, interior painting, plumbing, mechanical, electrical upgrades, fixtures and finishes.</i>	-	360,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
500,000	500,000	500,000	2,500,000	Recurring
-	-	-	55,000	Non-recurring
-	-	-	240,000	Non-recurring
-	-	-	100,000	Non-recurring
-	-	-	200,000	Non-recurring
-	-	-	145,000	Non-recurring
-	-	-	360,000	Non-recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
MEASURE C CAPITAL PROGRAM (Continued)		
Minor Renewal - 630 Garden Street Building <i>Public Works</i> Minor renewal of 630 Garden Street (Public Works & Community Development) building including but not limited to: roofing repair/replacement, window and door replacement, roof drains and gutters, exterior painting, interior painting, plumbing, mechanical, electrical upgrades, fixtures and finishes. Coordinate scope with 630 Garden Building Security Upgrades project.	300,000	-
Parking Lot - Annex Yard Lot Repave <i>Public Works</i> Complete repave and re-stripe of the City Annex Yard lot.	250,000	-
Minor Renewal - Carrillo Gym <i>Public Works</i> Minor renewal of Carrillo Gym building including but not limited to: roof repair/replacement, exterior stucco repair, exterior painting, interior painting, plumbing, mechanical, electrical upgrades, fixtures and finishes.	295,000	-
City Hall - Fire Protection System <i>Public Works</i> The installation of an electronic fire alarm system including: smoke and heat detectors, annunciators and strobes, pull stations, and all other electronic detection equipment. Includes addition of sprinkler systems in some areas.	-	300,000
Minor Renewal - City Hall <i>Public Works</i> Minor renewal of City Hall and City Hall Annex including but not limited to: roof repair/replacement, window and door replacement, exterior painting, interior painting, plumbing, mechanical, electrical upgrades, fixtures and finishes.	-	380,000
Minor Renewal - Municipal Tennis Building <i>Public Works</i> Minor renewal of Municipal Tennis Facility Building including but not limited to: roofing repair/replacement, window and door replacement, exterior painting, interior painting, plumbing, mechanical, electrical upgrades, fixtures and finishes.	160,000	-
Public Works Corporate Yard Master Plan <i>Public Works</i> Master plan and preliminary design for space use and building replacement at the Public Works Corporate Yard and surrounding buildings (Garden/Laguna campus).	-	250,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
-	-	-	300,000	Non-recurring
-	-	-	250,000	Non-recurring
-	-	-	295,000	Non-recurring
-	-	-	300,000	Non-recurring
-	-	-	380,000	Non-recurring
-	-	-	160,000	Non-recurring
-	-	-	250,000	Non-recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
MEASURE C CAPITAL PROGRAM (Continued)		
Minor Renewal - Fire Station 6 Public Works Minor renewal of Fire Station 6 including but not limited to: roofing repair/replacement, window and door replacement, exterior painting, interior painting, plumbing, mechanical, electrical upgrades, fixtures and finishes.	-	195,000
Plaza De La Guerra Revitalization Project Public Works To revitalize the historic heart of our City and provide the flexibility to serve our community's diverse social, cultural, historic, economic and environmental vitality, with structural and aesthetic improvements to better serve the community's current arts and cultural events, such as Old Spanish Days, and future activities.	350,000	1,900,000
State Street Promenade Redesign Public Works To revitalize the center of town and to provide a stunning environment for pedestrians, shoppers, and customers to the Downtown Business District.	500,000	500,000
Lower State Street Connectivity Project Public Works This project addresses the barriers to mobility and safety issues by removing unnecessary vehicle travel lanes to widen sidewalks, upgrade the narrow Class 2 bike lanes to Class 4 lanes with separation from vehicle traffic, and shorten the pedestrian crossing distances at State Street and Gutierrez Street, and State Street and Yanonali Street.	-	1,091,000
Drainage: Citywide Drainage Assessment Public Works Comprehensive condition assessment for all City maintained drainage facilities. Included in this work will be a visual inspection and condition rating for every pipe segment as well as inlet, junction, and outfall structures.	100,000	100,000
Drainage: Gutierrez Storm Drain Improvements Public Works The project will construct additional storm drains to reduce the duration and severity of flooding when the upstream storm drain system is overwhelmed.	150,000	-
Drainage Improvements Public Works Annual program to maintain, improve, and construct citywide public drainage facilities.	300,000	300,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
-	-	-	195,000	Non-recurring
-	-	-	2,250,000	Non-recurring
-	-	-	1,000,000	Non-recurring
-	-	-	1,091,000	Non-recurring
100,000	100,000	100,000	500,000	Recurring
-	-	-	150,000	Non-recurring
400,000	400,000	400,000	1,800,000	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
MEASURE C CAPITAL PROGRAM (Continued)		
Drainage: Laguna Pump Station Repairs <i>Public Works</i> <i>To rehabilitate the Laguna Pump Station Facility.</i>	300,000	300,000
Pedestrian Enhancement: Annual Sidewalk Infill <i>This annual program is used for smaller sidewalk infill projects that fit within available funding and are likely to be funded through this Sidewalk Infill Program.</i>	100,000	100,000
Sidewalk Replacement, Repairs, & Access Ramps <i>Public Works</i> <i>This annual program is used for sidewalk replacement and repair, and access ramp construction projects in accordance with the Americans With Disabilities Act (ADA) and per City Standard Details.</i>	1,500,000	1,500,000
Street Lighting Improvements <i>Public Works</i> <i>This is an annual program to fund new mid-block streetlights and the replacement of existing streetlights (as needed due to knockdowns) with City standard streetlight poles and fixtures.</i>	300,000	300,000
Traffic Signal Upgrades and Maintenance <i>Public Works</i> <i>This project maintains public safety and reduced traffic congestion by performing maintenance to keep traffic signals operating reliably.</i>	550,000	550,000
Traffic Management System <i>Public Works</i> <i>The traffic management system provides for real-time traffic monitoring and a platform to house the database responsible for the reliable, secure, and efficient operation of the traffic signal system.</i>	500,000	-
Pavement Maintenance Program <i>Public Works</i> <i>Annual pavement maintenance includes the sealing of cracks, slurry seal, asphalt overlay, reconstruction, or other methods as appropriate to maintain an acceptable driving surface.</i>	11,905,418	9,962,725
Total Measure C Capital Program	23,879,218	24,649,221



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
-	-	-	600,000	Non-recurring
100,000	100,000	100,000	500,000	Recurring
1,900,000	1,900,000	1,900,000	8,700,000	Recurring
300,000	300,000	300,000	1,500,000	Recurring
620,000	620,000	620,000	2,960,000	Recurring
-	-	-	500,000	Non-recurring
12,000,000	12,000,000	12,000,000	57,868,143	Recurring
27,160,348	22,521,348	22,524,708	120,734,843	



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
AIRPORT OPERATING FUND CAPITAL PROGRAM		
495 Fairview Hangar Projects <i>For maintenance and repair. Ownership and operation of these hangars reverted to the Airport Department when long-term lease for the 495 Fairview expired in 2018.</i>	300,000	100,000
Airfield Marking, Signage, and Lighting Plan Update <i>To implement the necessary airfield changes required to comply with the updated plan. This project will complete a comprehensive update of the Marking, Signage, and Lighting Plan.</i>	500,000	520,000
Airport Airline Terminal Projects <i>Annual program that includes repairs, replacement, and upgrades to the Airline Terminal.</i>	100,000	100,000
Airport Master Plan Update <i>To update the Airport Master Plan to identify future constraint needs and changes in Federal safety regulations and grant programs that warrant further evaluation of airfield infrastructure.</i>	270,000	-
Airport Operations Area (AOA) Maintenance <i>Ongoing capital program to maintain Airport Operations Area pavement including runways, taxiways, aircraft parking ramps and aprons, and other miscellaneous pavement used by aircraft or service vehicles.</i>	150,000	150,000
Airport Ring Down Phones for Sally Port and Airline Terminal <i>To replace previous Airport intercom systems that notifies the Security Operations Center when there is a call for assistance with updated telephonic technology.</i>	150,000	-
Airport Utility Infrastructure Program <i>Annual program that includes storm drain, sewer, water, and electrical facilities repair and replacement.</i>	50,000	50,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
100,000	100,000	100,000	700,000	Recurring
-	-	-	1,020,000	Non-recurring
100,000	100,000	100,000	500,000	Recurring
-	-	-	270,000	Non-recurring
150,000	150,000	150,000	750,000	Recurring
-	-	-	150,000	Non-recurring
50,000	50,000	50,000	250,000	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
AIRPORT OPERATING FUND CAPITAL PROGRAM (Continued)		
Leased Building Maintenance		
<i>Annual maintenance and improvements for leased facilities at the Santa Barbara Airport.</i>		
	150,000	150,000
South Terminal Apron Rehabilitation		
<i>To rehab approximately 33,427 square yards of Portland cement concrete at the southernmost portion of the airline terminal apron. The existing Portland cement concrete was installed by the military in approximately 1945 and is in need of rehabilitation.</i>		
	300,000	-
Street Resurfacing Program		
<i>Annual maintenance program including crack/joint sealing, repairing failed pavement due to poor drainage, slurry seal, and reconstruction of cement and asphalt pavement at various Airport streets and parking lots.</i>		
	150,000	150,000
Southfield Redevelopment		
<i>To demolish Hangar 5 and the existing 150 space rental car ready return lot to provide three remain overnight (RON) aircraft parking positions and 228 rental car parking spaces south of Gate 1 at the John "Jack" T. Rickard Airline Terminal.</i>		
<i>Funding: \$1,000,000 Operating Fund; \$1,000,000 CFC Fund</i>		
	2,000,000	-
Total Airport Operating Fund Capital Program	4,120,000	1,220,000
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT	FY 2022	FY 2023
Andree Clark Bird Refuge Water Quality and Habitat Restoration		
<i>The Andrée Clark Bird Refuge is a 29-acre lake located at the east end of Santa Barbara. The goals of this project are to improve water quality, wildlife habitat (aquatic and avian), aesthetics, and reduce odors while maintaining current flood protection.</i>		
	300,000	300,000
Lower Mission Creek Restoration		
<i>The purpose of this project is to restore the riparian corridor in lower Mission Creek. Restoration could include property acquisition, non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, removal of hard structures from the creek area, and improvement of trails and interpretive information.</i>		
	150,000	150,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
150,000	150,000	150,000	750,000	Recurring
-	320,000	-	620,000	Non-recurring
150,000	150,000	150,000	750,000	Recurring
-	-	-	2,000,000	Non-recurring
700,000	1,020,000	700,000	7,760,000	
FY 2024	FY 2025	FY 2026		
-	-	-	600,000	Non-recurring
150,000	-	-	450,000	Non-recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)		
Old Mission Creek at West Figueroa <i>This project has two primary objectives: 1) to develop a storm water detention system to reduce bacteria, sediment, and other pollutants in storm water in Old Mission Creek, and 2) to restore and enhance the riparian habitat adjacent to the creek.</i>	150,000	150,000
Mission Creek Restoration at Oak Park <i>The purpose of this project is to restore Mission Creek in Oak Park. Restoration could include non-native weed removal and re-vegetation with native plants, removal of steelhead passage barriers, biotechnical stabilization of eroding banks, removal of concrete from the creek channel, and improvement of trails and interpretive information.</i>	-	150,000
Las Positas Creek Restoration <i>The purpose of this project is to design and implement a creek restoration project in the Las Positas Valley.</i>	-	50,000
Storm Water Treatment Retrofit Projects (LID) <i>The purpose of this project is to design and construct "Low Impact Development" (storm water and urban runoff treatment) demonstration projects on City-owned properties including buildings, parks, and right-of-ways, to improve creek and ocean water quality.</i>	150,000	150,000
Bacterial Reduction Program/Water Quality Capital <i>The purpose of this project is to design and install targeted water quality treatment projects (such as dry weather diversions, drywells, vegetated swales, infiltration chambers, and active treatment) to reduce the discharge of polluted water to creeks and beaches in Santa Barbara. Funding for the 5-year capital program will allow for the development of three to four new projects (design, permitting, and construction).</i>	50,000	50,000
Arroyo Burro Restoration at Palermo Drive <i>The purpose of this project is to implement a restoration project on the Arroyo Burro riparian corridor at the terminus of Palermo Drive. This reach of Arroyo Burro experiences bank erosion and extensive areas of non-native vegetation.</i>	200,000	150,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
250,000	250,000	250,000	1,050,000	Non-recurring
200,000	200,000	-	550,000	Non-recurring
50,000	100,000	-	200,000	Non-recurring
150,000	150,000	150,000	750,000	Recurring
50,000	50,000	50,000	250,000	Recurring
-	-	-	350,000	Non-recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
CREEKS RESTORATION AND WATER QUALITY IMPROVEMENT (Continued)		
Capital Replacement for Storm Water Facilities <i>The purpose of this project is to set aside funds for the repair and replacement of structures, pumps, gates, valves, filters, and other hardware and software installed in water quality improvement capital projects.</i>	25,000	25,000
Sycamore Creek Watershed Restoration <i>The purpose of this project is to develop a restoration project for Sycamore Creek. Restoration could include property acquisition, non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, removal of hard structures from the creek area, and improvement of trails and interpretive information.</i>	-	200,000
Lighthouse Watershed Restoration <i>The purpose of this project is to restore a section of Lighthouse Creek. Restoration could include non-native weed removal and re-vegetation with native plants, biotechnical stabilization of eroding banks, removal of hard structures from the creek channel, and improvement of trails and interpretive information.</i>	-	100,000
Total Creeks Restoration And Water Quality Improvement	1,025,000	1,475,000
DOWNTOWN PARKING FUND	FY 2022	FY 2023
Parking Facility Maintenance Annual Repair Program <i>Perform ongoing maintenance in the downtown lots and structures such as landscaping, equipment enhancements, repairs, cleaning, and general maintenance in order to maintain integrity of structures and first-rate parking facilities.</i>	128,000	128,000
Pavement Surface Maintenance <i>To repair/replace pavement in the City's downtown parking lots and paseos.</i>	93,750	93,750
Total Downtown Parking Fund	221,750	221,750



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
25,000	25,000	25,000	125,000	Recurring
200,000	250,000	250,000	900,000	Non-recurring
100,000	100,000	150,000	450,000	Recurring
1,175,000	1,125,000	875,000	5,675,000	
FY 2024	FY 2025	FY 2026		
350,000	350,000	350,000	1,306,000	Recurring
250,000	250,000	250,000	937,500	Recurring
600,000	600,000	600,000	2,243,500	



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
ENERGY MANAGEMENT FUND		
Energy Efficiency Projects		
<i>General Fund facilities energy efficiency projects with a short-term payback that include retrofitting existing fluorescent lighting to LED as well as upgrading and installing lighting and HVAC controls. The projects are funded by energy savings generated as the projects are completed.</i>		
	100,000	100,000
Total Energy Management Fund	100,000	100,000
FACILITIES MANAGEMENT FUND		
General Facilities Renewal		
<i>Recurring annual funding for general facilities maintenance and upgrades including but not limited to: Flooring, Paint, Security, Mechanical, Electrical, Plumbing, and HVAC.</i>		
	470,000	450,000
Total Facilities Management Fund	470,000	450,000
FLEET MANAGEMENT FUND		
Enterprise Fund Vehicle Replacement Program		
<i>Annual replacement of Enterprise Fund fleet vehicles scheduled for replacement based upon completion of their assigned life cycle.</i>		
	868,798	788,502
General Fund Vehicle Replacement Program		
<i>Annual replacement of General Fund fleet vehicles scheduled for replacement based upon completion of their assigned life cycle.</i>		
	1,382,604	579,135
Total Fleet Management Fund	2,251,402	1,367,637
GOLF COURSE FUND		
Golf Course Infrastructure Renewal and Improvement		
<i>To repair and replace key infrastructure such as cart paths, restroom renovations and building refurbishments. Funding is included to renovate a number of bunkers to increase consistency and playability on course.</i>		
	75,000	93,000
Golf-Course Improvement Plan Project		
<i>To provide longevity to the existing greens and tee complexes, as well as enlarge the main practice putting green.</i>		
	80,000	80,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
100,000	100,000	100,000	500,000	Recurring
100,000	100,000	100,000	500,000	
FY 2024	FY 2025	FY 2026		
628,000	628,000	628,000	2,804,000	Recurring
628,000	628,000	628,000	2,804,000	
FY 2024	FY 2025	FY 2026		
968,529	616,392	806,532	4,048,753	Recurring
930,854	1,688,719	662,018	5,243,330	Recurring
1,899,383	2,305,111	1,468,550	9,292,083	
FY 2024	FY 2025	FY 2026		
-	150,000	-	318,000	Recurring
35,000	72,000	70,000	337,000	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
GOLF COURSE FUND (Continued)		
Players' Course Improvements		
<i>Funded by \$1 added to each greens fee paid at the Santa Barbara Golf Club, to prioritize and fund improvements which directly improve the play for golfers.</i>		
	55,636	55,000
Total Golf Course Fund	210,636	228,000
INFORMATION TECHNOLOGY FUND		
Constituent Relationship Management (CRM)		
<i>Information Technology</i>		
<i>Constituent Relationship Management (CRM) is a comprehensive process for monitoring contact with City constituents and improving their access to City programs, services, and activities</i>	□	
	-	212,113
Phone and Voicemail Upgrade for Microsoft Office 365		
<i>Information Technology</i>		
<i>The project includes the migration of the City's email system from the current on-premise version of Microsoft Exchange to the cloud-based Office 365. Office 365 will provide the City with a variety of collaborative and productivity tools.</i>		
	215,015	104,500
Desktop Computer Replacement		
<i>To provide replacements and upgrades of the City's General Fund workstations.</i>		
	87,315	95,064
Network Infrastructure		
<i>To provide replacement and upgrade of the City's network and server/storage infrastructure. This includes: server hardware, server virtualization software, storage arrays, backup systems, network equipment, security, and firewall equipment.</i>		
	313,060	73,020
Total Information Technology Fund	615,390	484,697
STREETS CAPITAL PROGRAM		
Bicycle Improvements		
<i>Ongoing improvements to bicycle parking, bike path conditions, supplemental signage, signal loop replacement, striping, and stenciling.</i>		
	80,395	80,395



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
55,000	55,000	55,000	275,636	Recurring
90,000	277,000	125,000	930,636	
FY 2024	FY 2025	FY 2026		
-	-	-	212,113	Non-recurring
-	-	-	319,515	Non-recurring
92,721	194,752	199,280	669,132	Recurring
141,120	73,078	306,130	906,408	Recurring
233,841	267,830	505,410	2,107,168	
FY 2024	FY 2025	FY 2026		
50,000	50,000	50,000	310,790	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
STREETS CAPITAL PROGRAM (Continued)		
Bridges: Post Bridge Construction Mitigation Monitoring <i>Post bridge construction mitigation monitoring and reporting for completed bridge construction projects as required by environmental compliance requirements.</i>	100,000	100,000
Bridges: Preventative Maintenance <i>For the annual preventative bridge maintenance of City-owned bridges.</i>	75,000	75,000
Bridges: Carpinteria Street Replacement Project <i>Replacement of the existing structurally deficient bridge located on Carpinteria Street over Sycamore Creek between Soledad and Canada Streets. This is part of the City match requirement estimated to be 11.47%, which is the standard under the Highway Bridge Program (HBP).</i>	-	160,186
Intersection Improvements: Salinas @ Old Coast Hwy <i>Provide enhanced crosswalk features at the intersection of Salinas Street and Old Coast Highway to improve pedestrian safety. These are matching funds for the Highway Safety Improvement Program grant.</i>	40,000	-
Mission Canyon Bridge Studies <i>Studies to address existing challenges associated with the Mission Canyon Bridge over Mission Creek.</i>	57,350	-
Drainage: Lower Mission Creek Improvements <i>To coordinate, design, and construct flood control improvements on Mission Creek from the ocean upstream to Canon Perdido Street</i>	75,000	75,000
Intersection Improvements: Traffic Safety/Capacity (Annual) <i>Annual program that includes hardscape improvements, signs or pavement marking changes, minor traffic signal changes, and raised pavement markings. This program will fund low-cost improvements, or may be used as a local match for larger grant-funded projects.</i>	50,000	50,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
133,527	60,663	20,369	414,559	Recurring
337,760	50,000	50,000	587,760	Recurring
735,514	-	-	895,700	Non-recurring
-	-	-	40,000	Non-recurring
-	-	960,039	1,017,389	Non-recurring
-	-	-	150,000	Non-recurring
50,000	50,000	50,000	250,000	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
STREETS CAPITAL PROGRAM (Continued)		
Pavement Maintenance Program		
<p><i>Perform pavement maintenance including asphalt overlay, slurry seal, spot repair, and crack sealing on City streets as part of the annual pavement maintenance program funded by the California Road Maintenance & Rehabilitation Account.</i></p> <p><i>FY 2022 Funding: Measure A Fund - \$934,056 Streets Fund - \$1,881,068</i></p> <p><i>FY 2023 Funding: Measure A Fund - \$1,094,742 Streets Fund - \$1,954,429</i></p>	2,815,124	3,049,171
Streets Engineering		
<p><i>Asset Management of the City's infrastructure in the right of way.</i></p> <p><i>Funding: Measure A Fund</i></p>	244,796	244,796
Sidewalk Replacement, Repairs, & Access Ramps		
<p><i>This annual program is used for sidewalk replacement and repair, and access ramp construction projects in accordance with the Americans With Disabilities Act (ADA) and per City Standard Details.</i></p>	50,000	50,000
Total Streets Capital Fund	3,587,665	3,884,548
WASTEWATER FUND	FY 2022	FY 2023
Sanitary Sewer Overflow Compliance Program		
<p><i>Comprised of projects that will help prevent sewage spills. This level of program funding primarily supports structural rehabilitation of approximately 1% of the public sewage collection system mains and manholes.</i></p>	2,300,000	2,000,000
Sanitary Sewer Capacity Improvement Program		
<p><i>Comprised of projects that will help relieve capacity restraints during wet weather events and prevent sewage spills. This level of program funding primarily supports the design and implementation of constrained areas within the collection system.</i></p>	125,000	500,000
El Estero Water Resource Center Maintenance Program		
<p><i>An annual program of capital maintenance to replace electrical and mechanical equipment in a timely manner to keep the El Estero Water Resource Center operating at a fully functional level.</i></p>	1,700,000	1,500,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
2,500,000	2,500,000	25,000,000	35,864,295	Recurring
250,000	250,000	250,000	1,239,592	Recurring
50,000	50,000	50,000	250,000	Recurring
4,106,801	3,010,663	26,430,408	41,020,085	
FY 2024	FY 2025	FY 2026		
2,000,000	2,000,000	2,000,000	10,300,000	Recurring
700,000	500,000	500,000	2,325,000	Recurring
1,700,000	2,525,500	2,600,000	10,025,500	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
WASTEWATER FUND (Continued)		
Lift Station Maintenance Program <i>An annual program of capital maintenance to keep wastewater lift stations fully operational. Timely replacement of motor control centers, pumps, motors, water level sensors and other electrical and mechanical equipment prevents lift station failures that otherwise could result in wastewater collection system overflows.</i>	800,000	700,000
EI Estero Water Resource Center Strategic Plan Implementation <i>A capital program providing planning for the betterment of major equipment and process components used to treat wastewater at the EI Estero Water Resource Center. The project is renewed annually to improve unit processes that are not a part of major capital projects.</i>	50,000	240,000
Sea-Level Rise Adaptation Program - Wastewater Infrastructure <i>This program supports additional planning efforts that are needed to further specify the actions necessary to adapt the wastewater system to the potential impacts of sea-level rise.</i>	50,000	50,000
Total Wastewater Fund	5,025,000	4,990,000
WATER FUND	FY 2022	FY 2023
Cater Treatment Plant Program <i>Program addresses the Cater Clearwell Seismic Upgrade Project and the Cater Chlorine Contact Basin Project. Funding also includes baseline capital maintenance such as filter media replacement, SCADA upgrades, facility maintenance, equipment upgrades, and process improvements.</i>	350,000	350,000
Water Meter Program <i>Program addresses improvements for the City's water metering system. Specific projects include an Advance Metering Infrastructure (AMI) Project. Baseline capital work includes ongoing replacement of the City's water meters and associated improvements, including replacing meter boxes and related infrastructure as needed.</i>	4,300,000	2,300,000
Water Main Replacement Program <i>Program addresses capital improvements for the City's approximately 307 miles of water mains and related appurtenances, such as valves, fire hydrants, and pressure reducing stations. City Council has set a goal of annually replacing approximately 2%, or 6 miles, of the City's water mains.</i>	9,929,000	9,100,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
350,000	500,000	500,000	2,850,000	Recurring
140,000	50,000	50,000	530,000	Recurring
50,000	50,000	50,000	250,000	Recurring
4,940,000	5,625,500	5,700,000	26,280,500	
FY 2024	FY 2025	FY 2026		
350,000	350,000	350,000	1,750,000	Recurring
300,000	300,000	300,000	7,500,000	Recurring
10,590,000	9,802,000	9,802,000	49,223,000	Recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
WATER FUND (Continued)		
Recycled Water Program <i>Program addresses capital improvements for the City's recycled water system, which is an important water supply for the City. Specific projects include upgrades to the Recycled Water Treatment Plant, pump stations, recycled water reservoirs, and distribution system.</i>	100,000	100,000
Groundwater Program <i>Program addresses capital improvements for the City's groundwater system, which is an important water supply. Specific projects include well cleaning, pump and motor upgrades, well rehabilitation, and consultation for groundwater program projects and management.</i>	200,000	300,000
Pump Station Program <i>Program addresses baseline capital improvements for the City's Water Distribution Pump Stations. Major work includes replacing large electrical, mechanical, and control components at various pump stations.</i>	200,000	200,000
Reservoir Program <i>Program addresses capital improvements for the Water Distribution potable storage reservoirs and Gibraltar reservoir. Major efforts include consolidating storage in the water distribution system and replacing Vic Trace Reservoir, which is the City's second largest reservoir at ten million gallons.</i>	335,000	5,735,000
Desalination Program <i>Program addresses capital improvements for the Desalination Plant and Conveyance System. Projects include constructing a dedicated desalinated water conveyance pipeline from the Desalination Plant to the Cater Water Treatment Plant.</i>	1,000,000	1,600,000
Sea-Level Rise Adaptation Program - Water Infrastructure <i>This program supports additional planning efforts that are needed to further specify the actions necessary to adapt the water system to the potential impacts of sea-level rise.</i>	50,000	50,000
Total Water Fund	16,464,000	19,735,000



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
100,000	100,000	100,000	500,000	Recurring
200,000	200,000	200,000	1,100,000	Recurring
200,000	200,000	200,000	1,000,000	Recurring
434,000	335,000	335,000	7,174,000	Recurring
700,000	700,000	700,000	4,700,000	Recurring
50,000	50,000	50,000	250,000	Recurring
12,924,000	12,037,000	12,037,000	73,197,000	



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
WATERFRONT FUND		
Remodel Leadbetter Restroom <i>The remodeled restroom would comply with the Americans with Disabilities Act (ADA) and provide for better safety and security.</i>	-	50,000
Marina Renovations Program <i>Annual repair and replacement of Waterfront equipment, including floats, fasteners, utilities, dock boxes, gangways, and cleats.</i>	300,000	300,000
Stearns Wharf Annual Repair Program <i>The annual Stearns Wharf Heavy Timber & Pile Replacement Program focuses on removal, repair and/or replace new piles, replace pile caps, stringers, decking, and recoat steel piles.</i>	500,000	500,000
Stearns Wharf Waterline Replacement <i>The project involves replacement of approximately 1,500 LF of 8" main line to provide reliable water service to businesses on Stearns Wharf.</i>	100,000	-
Marina Management Software Upgrade <i>Purchase and install new marina management software to replace aging and inadequate system to manage all internal and public-facing financial billings and transactions including online bill pay, slip permit fees, slip permit transfers fees, monthly billing, Business Activity Permits, visitor fees, tenant payments, and annual parking permits.</i>	100,000	-
Harbor Main Parking Lot Kiosk <i>Existing parking attendant kiosk at the Harbor Main Parking Lot is approaching the end of its useful life. The parking kiosk needs a major renewal/replacement to allow its continued operation.</i>	-	75,000
Stearns Wharf Lift Station Replacement Project <i>There are three sewer lift stations on Stearns Wharf. They all operate on a pneumatic system that has become less reliable over the past 20-30 years. The lift stations require extensive maintenance to ensure consistent operations. They have exceeded their useful life and need to be replaced.</i>	250,000	-



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
300,000	-	-	350,000	Non-recurring
300,000	300,000	300,000	1,500,000	Recurring
500,000	500,000	500,000	2,500,000	Recurring
-	-	-	100,000	Non-recurring
-	-	-	100,000	Non-recurring
-	-	-	75,000	Non-recurring
-	-	-	250,000	Non-recurring



CAPITAL BUDGET BY FUND

Project Title	TWO-YEAR FINANCIAL PLAN	
	FY 2022	FY 2023
WATERFRONT FUND (Continued)		
Parking Self Pay System <i>Install and maintain SKIDATA parking kiosk equipment, and solar powered LUKE parking self pay stations throughout Waterfront Parking lots.</i>	50,000	100,000
Sea-Level Rise Adaptation - Beach Nourishment / Sediment Mgmt <i>The City of Santa Barbara Sea-Level Rise Adaptation Plan calls out a number of near-term strategies for the Waterfront, Harbor, and Stearns Wharf that are recommended to start in the coming years to prepare for sea-level rise.</i>	100,000	-
Total Waterfront Fund	1,400,000	1,025,000
Total Capital	60,035,061	60,380,853



CAPITAL BUDGET BY FUND

FUNDED CAPITAL IMPROVEMENT PROGRAM (Subject To Change In Future Budgets)			Project Total	Project Type
FY 2024	FY 2025	FY 2026		
100,000	100,000	100,000	450,000	Recurring
-	-	-	100,000	Non-recurring
1,200,000	900,000	900,000	5,425,000	
63,357,373	50,517,452	77,694,076	311,984,815	

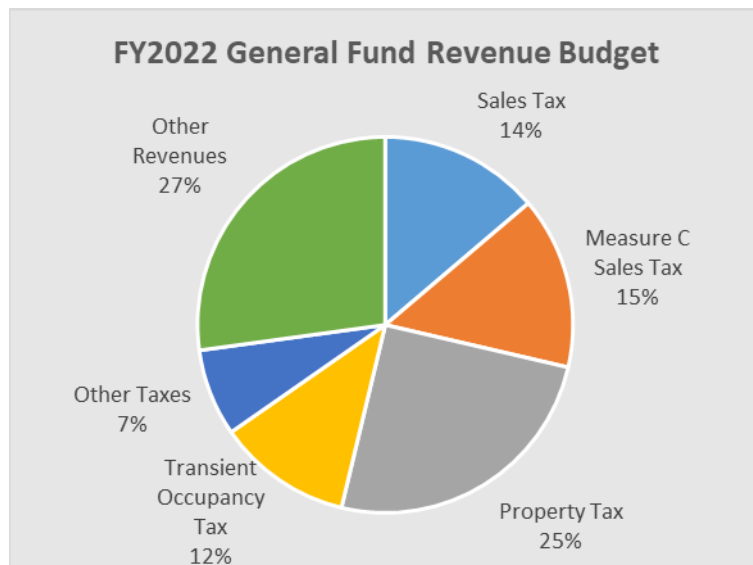


FUND OVERVIEWS

General Fund

The General Fund is used to account for the traditional services associated with local government, including public safety (fire and police), parks, recreation, and library services. As a full-service city, the General Fund also accounts for community development-related services, such as building, planning, and land development services; engineering services; and environmental programs. Also included in the General Fund are the administrative departments and programs, including the City Attorney's and City Administrator's Offices, the Finance Department, the City Clerk's Office, and Human Resources.

Some of the costs associated with providing these services are recovered through fees and service charges, or through inter-fund charges (i.e., charges to other funds for services provided by General Fund departments). However, the large majority of these costs are funded from general tax revenues. For example, the four largest tax revenues in the General Fund - sales taxes, property taxes, Measure C, and transient occupancy taxes - account for \$110,074,849 (66%) of the total \$168.5 Million fiscal year 2022 budgeted operating revenues.



The revenue composition of the City's General Fund, which heavily relies on general tax revenues as the primary funding source for its programs and services, is fairly common in local government. General taxes, such as property taxes, sales taxes, utility users' taxes, transient occupancy ("bed") taxes, are the traditional revenue sources of a local government's general fund operations. When projecting tax revenues, staff begins by evaluating fiscal year 2021 year-to-date amounts, considers projections developed by the State Franchise Tax Board, the City's sales tax consultant, and projects estimated year-end balances. Then projections for the two-year financial plan years are developed based upon the prior year-end estimates, less any adjustments for any structural changes. Overall, staff is projecting modest growth in the General Fund's major tax revenues in fiscal year 2022.

Expenditures, on the other hand, are generally less volatile and thus more predictable. Because General Fund services are labor-intensive, salary and related benefit costs (\$113.3 Million) comprise over 67% of the total General Fund operating budget. An item that is greatly affecting costs to benefits is the increases to retirement costs statewide. One of the unfortunate outcomes of the Great Recession was the investment losses incurred by the California Public Employee Retirement System (CalPERS), the pension administrator for most local government agencies in

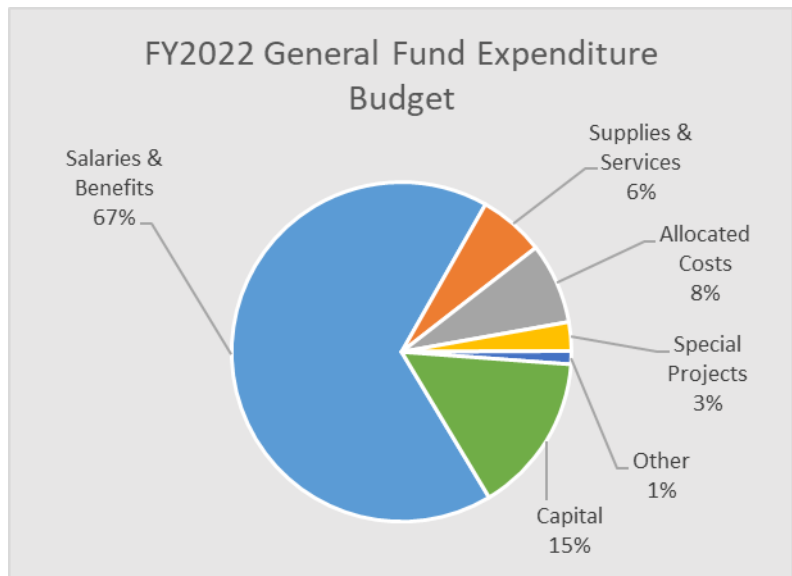


FUND OVERVIEWS

General Fund

the State of California. The dramatic investment losses directly and significantly reduced the assets held by CalPERS that were accumulated for retirement benefits, creating unfunded liabilities in the billions of dollars statewide. This is putting upwards pressure on retirement contributions to mitigate the unfunded liabilities.

The General Fund operating expenditures in the adopted fiscal year 2022 budget are \$143.8 million. Including a capital program of \$665,000, and the Measure C capital program of \$23.9 million, the total adopted General Fund budget is just over \$169 million. The chart to the right displays the adopted budget, by object of expenditure. As is always the case, salaries and benefits (67%) represent the largest portion of the General Fund budget. Expenditures for supplies and services make up 17% of the total adopted budget.





FUND OVERVIEWS

Special Revenue Funds

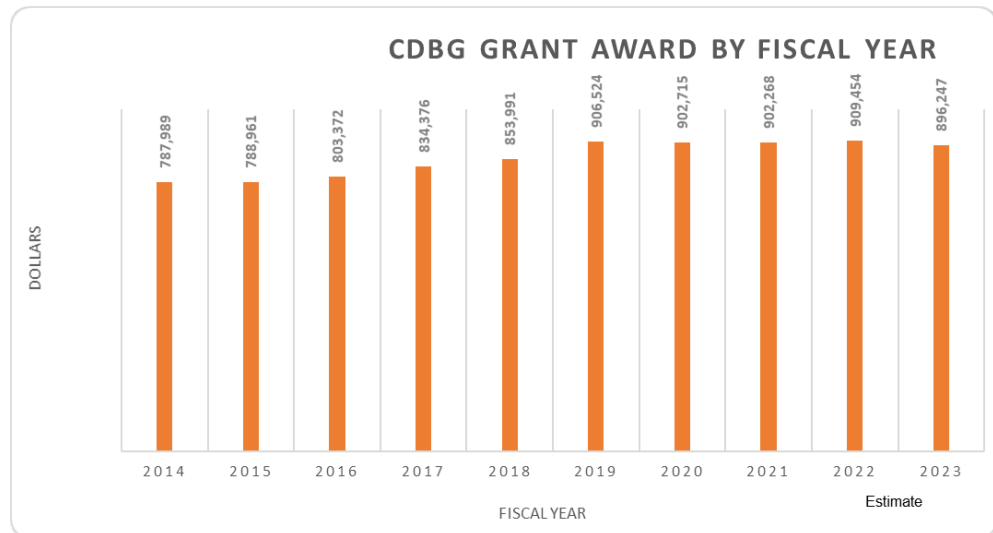
CITY AFFORDABLE HOUSING FUND

This fund is used for operating expenses of the Affordable Housing Program (including compliance and monitoring) and construction and rehabilitation of affordable housing. The largest source of revenue for this fund is interest earned from loans receivable. Fiscal Year 2022 and Fiscal Year 2023 are being budgeted with a \$297,173 and \$458,444 surplus respectively. Any projected surplus will be sent to the Affordable Housing Fund reserve at the end of the year.

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

The City's Community Development Block Grant (CDBG) Fund is used to account for the annual federal block grant received by the City from the U.S. Department of Housing and Urban Development. This annual grant supports programs including the human service and community capital grants, and a low and moderate-income housing rehabilitation loan program.

Over the last several years the City's annual CDBG award has remained steady. The chart below illustrates the City's annual CDBG award amount over the last nine years and shows the estimated amount for fiscal year 2023. Excluded from the award amount for fiscal year 2021 is a one-time CDBG CARES Act award of \$1.56 million. Over the period shown, the City's annual CDBG award has averaged \$850,000. Although the City's grant award has declined from the peak award of \$1.16 million in fiscal year 2011, the City is enjoying slightly greater CDBG funding as compared to the early 1990s when grant amounts were approximately \$800,000.



COUNTY LIBRARY FUND

Prior to 2019, the County Library Fund accounted for the costs of providing a full range of library services to the residents of Solvang, Santa Ynez, Los Olivos, Carpinteria, Montecito, and Goleta,



FUND OVERVIEWS

Special Revenue Funds

under contract with the County of Santa Barbara. In 2019, the Goleta branch began administration from the City of Goleta and in 2020 the Buellton and Solvang branches will be also be administered by the City of Goleta. Starting in Fiscal Year 2020, the budget only accounts for the Montecito and Carpinteria branches. Under the terms of the agreement between the City and the County, the City is compensated for managing these County library services. The City's General Fund receives an administration fee amounting to 25% of the annual County appropriation for County (non-City) resident library services.

CREEKS RESTORATION & WATER QUALITY IMPROVEMENT (MEASURE B) FUND

In November 2000, the City's voters overwhelmingly approved Measure B, which increased the City's transient occupancy tax from 10% to 12% effective January 1, 2001. Under the terms of the measure, all proceeds from the additional 2% are restricted for use in the City's Creeks Restoration and Water Quality Improvement Program. In order to meet the intent of the measure, the City opened a Special Revenue Fund (Creeks Fund) to account solely for all revenues and expenditures associated with this program. The adopted budget includes funding for Creeks Restoration and Water Quality Improvement Division operations and capital projects related to creek restoration, clean-up and maintenance, and for other creek and ocean water quality improvement projects and activities.

HOME Investment Partnerships Program (HOME) FUND

The City receives an annual allocation of federal HOME funds through the Department of Housing and Urban Development (HUD). The only other form of revenue is the program income from repayments of prior HOME loans. Ten percent of the annual HOME allocation and program income may be used for administrative purposes and the remaining ninety percent must be loaned or granted to affordable housing projects targeted to very-low and low income renters.

Permanent Local Housing Allocation (PLHA) FUND

The PLHA program was enacted as part of the Building Homes and Jobs Act (California Senate Bill No. 2) in 2018. Its purpose is to provide ongoing funding to local governments for housing-related projects and programs that help address their unmet housing needs. The City of Santa Barbara is an Entitlement Local Government under the PLHA program, and in July 2020 the City submitted its five-year plan for the use of these funds. Fiscal Year 2022 will be the second year of receiving PLHA funding.



FUND OVERVIEWS

Special Revenue Funds

POLICE ASSET FORFEITURE AND GRANTS FUND

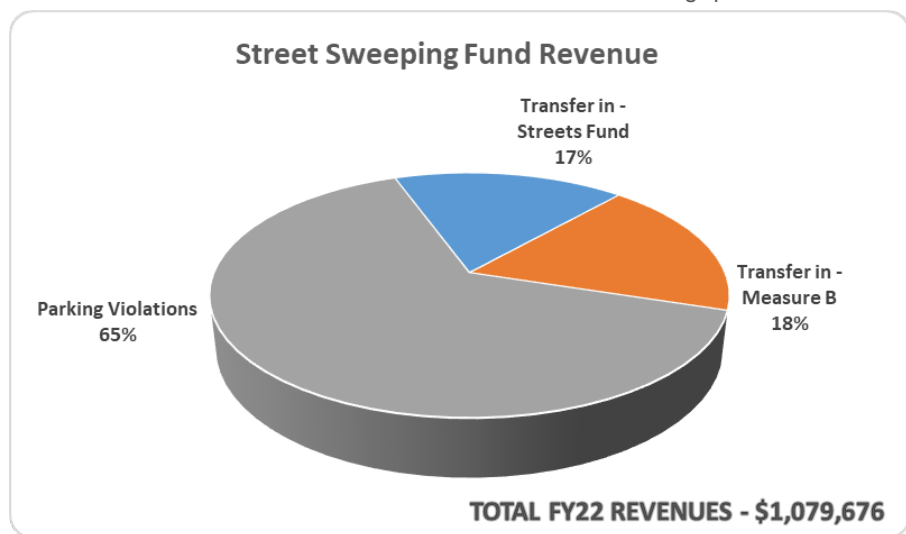
This fund is comprised of LiveScan, Auto Anti-Theft, and Asset Forfeiture revenue. LiveScan revenues come from a fee that is included with California vehicle registration and are restricted for LiveScan purposes. Auto Anti-Theft revenues originate from a \$1.00 fee included in California vehicle registration and are dedicated for expenses related to vehicle theft protection. The fund also includes asset forfeiture revenues, but they are not budgeted until needed. The District Attorney's Office notifies the City when a case is closed and funds that were seized are forfeited.

CLEAN ENERGY FUND

On October 22, 2019, Council adopted Ordinance No. 5915 establishing a Community Choice Energy (CCE) program called Santa Barbara Clean Energy (SBCE). The objective of this program is to provide clean, carbon-free electricity to City of Santa Barbara customers. This fund receives the revenues derived from rate paying customers for electricity to obtain this objective. The adopted rate schedule supports the Fiscal Year 2022 budget and aligns with the 10-year financial plan. The budget revenues in Fiscal Year 2022 reflects a partial year of service to customers as it will be the first year of service.

STREET SWEEPING FUND

The Street Sweeping Fund was first established in fiscal year 2005. It consolidates all of the City's street sweeping operations into one dedicated fund. The City's street sweeping operation was previously accounted for in the Streets Fund. As displayed in the chart below, there are two sources of street sweeping revenue. The largest revenue source is parking violations (\$697,000). Parking tickets are issued to vehicles that are not moved off the streets during posted street sweeping times. Revenue generated from these parking citations is returned to the Street Sweeping Fund. The balance of revenue is transferred from other City funds. The transfers are from the Streets Fund (\$185,000) and the Creeks Restoration/Water Quality ("Measure B") Fund (\$197,676). The Measure B contribution is used to fund a portion of the expanded residential street sweeping program.





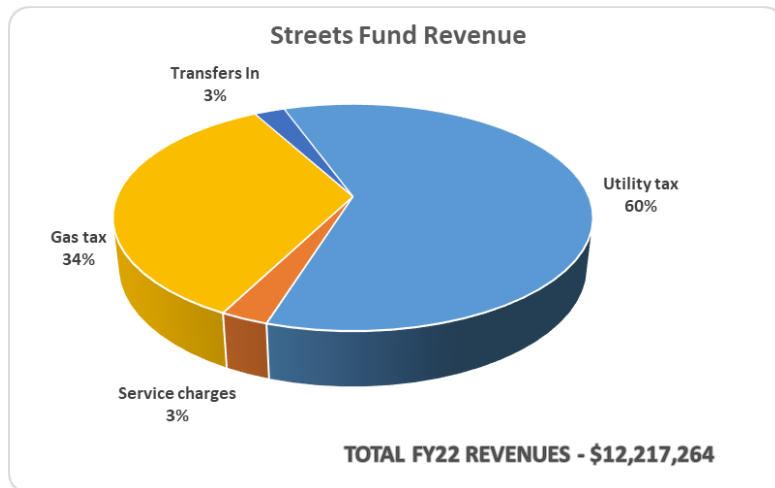
FUND OVERVIEWS

Special Revenue Funds

STREETS FUND

The Streets Fund accounts for all City-funded streets operations, maintenance and capital. Until fiscal year 2004, the Streets Fund was strictly a capital fund used to budget and account for streets capital projects. Prior to that time, all City-funded streets operations and maintenance activities were budgeted in the General Fund. However, because the streets operations and maintenance activities are funded almost entirely from restricted revenue, beginning with fiscal year 2004 they were moved out of the General Fund and into the Streets Fund.

The chart to the right summarizes the Streets Fund revenue sources. The single largest revenue source is utility users' tax (\$7.4 million). As required by City ordinance, fifty percent of the City's 5.75%, utility users' tax revenue is restricted to use for streets operations, maintenance, and capital. Gas tax (\$4.2 million) is the other significant revenue source. The gas tax revenue received by the City is a portion



of the state's 51.1 cents per gallon tax on fuel used to propel a motor vehicle or aircraft. Article XIX of the California Constitution restricts the use of gas tax revenue to research, planning, construction, improvement, maintenance, and operation of public streets and highways or public mass transit. The funds are distributed by the state on a per capita basis, and each year, the City is audited by the State Controller's Office to ensure that the funds are used in accordance with state law.

SUPPLEMENTAL LAW ENFORCEMENT FUND

This revenue comes from the State and is for frontline police services. The Police Department has historically used the funds to cover one police officer position.

TRAFFIC SAFETY FUND

Pursuant to state law, the City must deposit all fines and forfeitures received as a result of citations issued by City police officers for Vehicle Code violations into a special "Traffic Safety Fund." These funds may be used solely for traffic control devices, maintenance of equipment and supplies for traffic law enforcement, traffic accident prevention, the maintenance, improvement or construction of public streets, bridges or culverts, and the compensation of school crossing guards who are not regular, full-time employees of the City's Police Department. The County pays



FUND OVERVIEWS

Special Revenue Funds

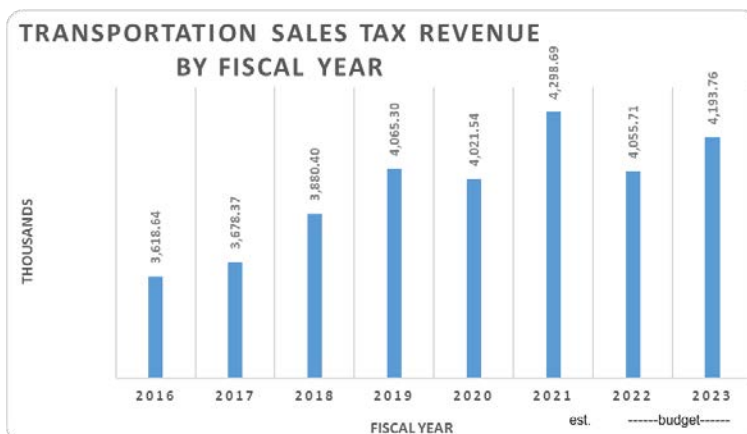
these funds to the City. After being recorded in the City's Traffic Safety Fund as required by law, virtually the entire amount received is transferred to the General Fund and is expended by the Police Department for traffic law enforcement.

TRANSPORTATION DEVELOPMENT FUND

The Transportation Development Act of 1971 established a local 0.25% gasoline sales tax designated for countywide transportation purposes. The City's share of funds, disbursed by the County, is restricted for capital expenditures in support of alternative transportation, including sidewalks and bikeways. Each year, the City receives approximately \$78,000 of TDA revenues. This revenue along with annual interest income earned on accumulated balances is appropriated each year to the Street Capital Program.

TRANSPORTATION SALES TAX (MEASURE A) FUND

The Transportation Sales Tax fund is also known as the "Measure A" Fund after the designation of the ballot proposition approved by Santa Barbara County voters in November 2008. The ballot measure extended a twenty-year, one-half cent sales tax, the proceeds of which are restricted for use in the City's streets and transportation programs. The revenue generated by this tax is subject to an annual "maintenance of effort" requirement to ensure that the proceeds of the sales tax will be used to supplement - not supplant - the City's existing streets programs. The maintenance of effort requirement is calculated by totaling the annual minimum expenditure requirements, as adjusted, over discrete five-year periods. Local agencies must meet the maintenance of effort requirements by the end of the fifth fiscal year and the end of every fifth fiscal year thereafter. An annual, independent audit is conducted to verify that the Maintenance of Effort requirements are met. Any local agency which does not meet its Maintenance of Effort requirements during the five fiscal year period, shall have its funding reduced in the year following the end of the five fiscal year period, and subsequent years if necessary, by the amount by which the expenditure of the agency for such purposes was less than its required level.



The adopted fiscal year 2022 estimated revenues of over \$4.06 million are adequate to cover operating costs and the \$1.5 million capital budget. As seen on the chart to the left, revenues have been relatively flat over the last five year. Revenue estimates, and therefore the budget, are based upon an estimate provided by the Santa Barbara County Association of Governments (SBCAG). SBCAG is

the agency that oversees the Measure A program on a countywide basis.



FUND OVERVIEWS

Special Revenue Funds

WILDLAND FIRE BENEFIT ASSESSMENT FUND

This revenue comes from the Wildland Fire Benefit Assessment District established to provide vegetation management services in the high fire hazard area of the Santa Barbara foothills. The assessment provides three primary services: vegetation road clearance, defensible space inspection and assistance, and vegetation management. The assessment may be increased annually by the Consumer Price Index (CPI) in an amount not to exceed 4% per year. For Fiscal Year 2022, the assessment has been estimated at \$293,570.

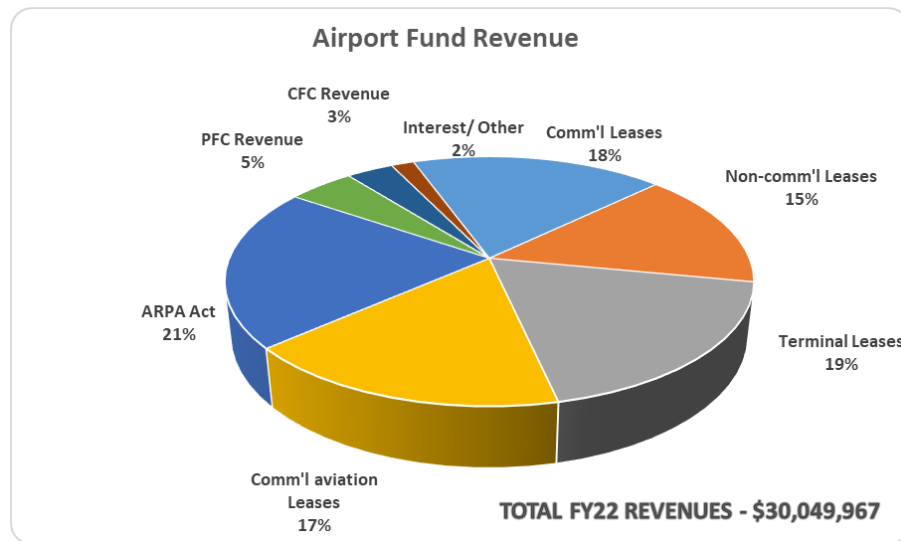


FUND OVERVIEWS

Enterprise Funds

AIRPORT FUNDS

The chart on the right displays total fiscal 2022 operating and capital revenues as contained in the adopted budget. As the chart indicates, the majority of the Airport's operating revenue is derived from leases at Airport-owned commercial, non-commercial and aviation-related properties. Lease



revenue comprises 69% of both operating revenue and total Airport revenues. American Rescue Plan Act of 2021 as a result of the March 11, 2021 bill awarded economic relief to eligible U.S. airports affected by the prevention of, and response to the COVID-19 pandemic.

Capital-related revenues are expected to total \$2.2 million. Of this total, \$1.5 million is expected in PFC revenue. With the approval of the FAA, on January 1, 1998, the Airport began to levy and collect a \$3 PFC. Again with FAA approval, on December 22, 2009, the Airport's PFC was raised to \$4.50. The PFC is a fee per airline passenger ticket with the proceeds restricted by federal law to FAA-approved capital improvements.

Customer facility charges (CFCs) are expected to generate \$1 million in revenue in fiscal year 2022 and is another source of capital-related funding. Customer facility charges, charged at a rate of \$10 per rental car contract, funded the construction of a vehicle storage and light maintenance facility for the rental car companies, which was completed in fiscal year 2010.

DOWNTOWN PARKING FUND

Downtown Parking utilizes various parking user fees to provide the bulk of the Parking Fund revenue. Combined, these fees totaling approximately \$5.3 million represent 72% of total revenue. Hourly parking revenues are estimated at \$4.1 million for fiscal year 2022 and there are no increases to hourly parking rates. The last rate increase took effect in January 2006 and was implemented in order to fund a number of capital improvements over several years to address the Fund's aging facilities and structures and to generate an additional \$500,000 each year to build up the Fund's capital reserves. Unfortunately, the additional \$500,000 was never realized due to



FUND OVERVIEWS

Enterprise Funds

several circumstances such as the downturn in the economy and vacancies in downtown businesses. Due to the COVID-10 pandemic, this downtown economic downturn has been exasperated. Staff continue to look for ways such as license plate recognition technology to find ways to save money. The commercial parking assessment (PBIA) paid by downtown businesses supports a portion of the costs to maintain the parking lots as well as staffing costs for the hourly employees. The PBIA is budgeted to provide \$750,000 (10%) of total revenues.

GOLF FUND

The Golf Fund adopted fiscal year 2022 budget contains operating revenue sufficient to support a \$2.69 million operating budget and a planned capital program of \$210,636. Greens fees of various types comprise the vast majority 58% (\$2 million) of the revenue budget. After carefully reviewing golf fees over the last few years, green fees are forecasted to increase over the current actual trend due to total round volume increasing during the COVID-19 pandemic. Revenue from concession agreements with the clubhouse restaurant comprise 6% of the fund's revenue. In 2016, the Santa Barbara Golf Club began being managed by a professional golf management company. This allowed the Golf Club to operate with a reduced cost base and enabled the Golf Fund to absorb reduced revenue while meeting its financial obligations to operation expenses, debt repayment, and investing in Capital. The Golf Fund was adopted with a \$200,000 surplus in fiscal year 2022.

SOLID WASTE FUND

The City's Solid Waste Fund was first established in fiscal year 2003. Prior to that time, solid waste activities were accounted for within the General Fund. Given the importance of the City's solid waste activities and the increasing and dedicated revenue sources supporting the solid waste activities, a separate fund was created with the adoption of the fiscal year 2003 budget. During the first three years of this new fund, billings to City customers for residential trash service (billed and collected by the City's Finance department) continued to be accounted for in a separate trust fund for benefit of the two contract refuse haulers. However, beginning in fiscal year 2006, the refuse billing revenue was recorded in and paid out to the contract haulers directly from the Solid Waste Fund, thus more accurately reflecting the true magnitude of the City's solid waste operations and accounting for the growth of this fund since its inception. The vast majority of revenue for this fund come from trash and collection fees and goes to the contract haulers.

WASTEWATER FUND

Wastewater revenues are comprised almost entirely of the regular, monthly sewer service charges. Single- and multi-family residential customers, which make up 90% of customer



FUND OVERVIEWS

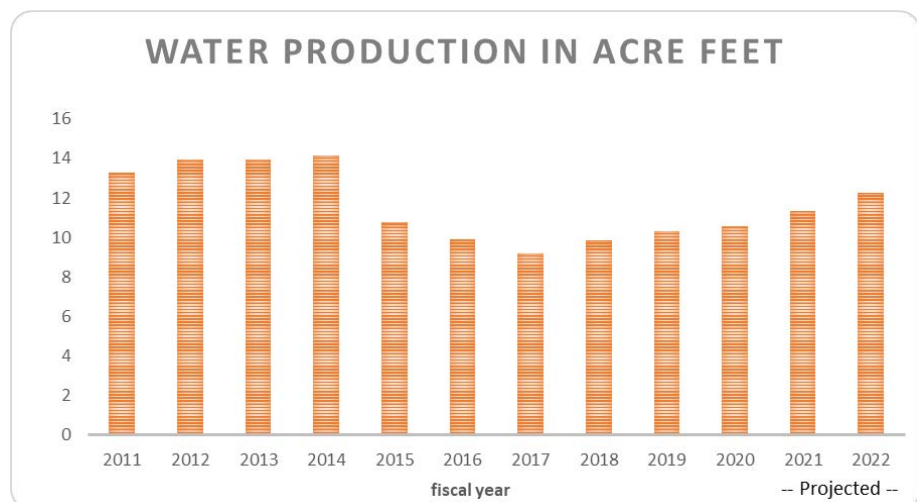
Enterprise Funds

accounts, are only charged for a portion of their water use. The purpose of limiting the applicable billing units is to recognize that water use above a certain level is likely being use for outdoor watering, which is not collected and treated at the City’s wastewater treatment plant. Because of this billing limitation, wastewater service charges are more stable and less susceptible to variations than metered water sales. The budget reflects a 5% wastewater service rate increase, effective July 1, 2021, as recommended by the City’s Water Commission and adopted by City Council. This increase continues the strategy to implement regular and relatively modest annual increases to provide revenues to address increasing capital needs and ongoing operating expenses, such as routine maintenance, debt obligations, and increased regulation. A major focus in the coming fiscal years for Wastewater staff continues to be the renewal of capital facilities, particularly the Wastewater Treatment Plant processes and Lift Stations. The El Estero Facility Plan (Plan), developed by Brown and Caldwell, provides a “road map” for \$95M in capital improvements at El Estero over the next 25 years. The Plan prioritizes projects, estimates costs, and drafts construction schedules. This “road map” is critical to ensure that capital funds are properly allocated and planned rate increases are adequate.

WATER FUND

The adopted Fiscal Year 2022 Water Fund budget contains operating revenues sufficient to fund a \$49.4 million operating budget and the \$16.5 million capital program. For Fiscal Year 2022, the adopted water rate increases will equate to a 5% increase for single-family residences with moderate water use.

As the chart indicates, water production varies from year-to-year based on water supply availability and community-wide conservation. This previous winter was especially dry throughout the state, including in Santa Barbara, which has received 42 percent of normal rainfall. Despite the dry winter and the recent drought declaration from Governor



Newsom, the City’s water supply outlook is positive as a result of its diverse water supplies. A consistent supply of desalinated water since 2017 has enabled the City to build up a surplus of water in Lake Cachuma, a local surface water reservoir. Currently, the City has enough water



FUND OVERVIEWS

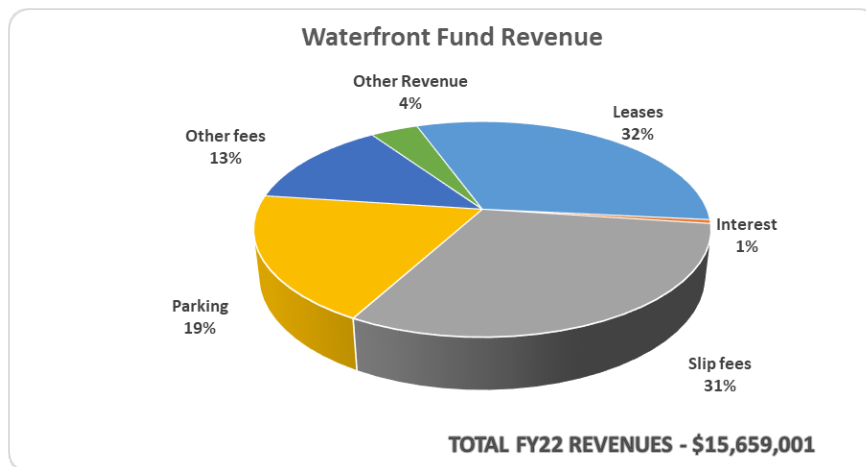
Enterprise Funds

stored in Lake Cachuma to supply the community for the next two and a half years with Lake Cachuma supplies alone. The City can continue to let groundwater basins rest and recover. Additionally, water conservation throughout Santa Barbara continues to be strong. Many customers made permanent changes to conserve water during the last drought, such as replacing lawns and sprinklers with water wise landscaping, or making plumbing upgrades. However, as a result, water demands are not expected to fully rebound to pre-drought conditions, which has been factored into the most recently adopted rates.

WATERFRONT FUND

The adopted Waterfront Fund budget for fiscal year 2022 contains sufficient operating revenue to fund all operating expenses. The \$1.4 million capital program will be funded primarily from revenues in excess of operating expenses and reserves.

As the chart below indicates, leases of waterfront property provide over \$5 million (32%) of total revenue. Many Waterfront leases are long-term agreements and include a “percentage rent” component under which the Waterfront receives a minimum base rent, or up to 15% of the



tenant’s gross receipts, whichever is greater. The specific percent of gross receipts paid by the tenant varies by business type (restaurant, retail, yacht brokers, etc.) but is consistent within those business type groups. The Waterfront has a lease revenue examination program to ensure that the City is receiving the appropriate revenue based

on City Council approved lease agreements. The Waterfront has realized substantial additional revenues as a result of this lease revenue examination program. Because virtually all of the significant leases are long-term in nature, the Waterfront has little control over lease revenue in the short-term.

The next major source of Waterfront revenue is slip fees which are estimated to generate over 4.8 million (31%) of total revenue in fiscal year 2022. Also indicated in the chart above, parking fees collected at the 10 waterfront parking lots, including Stearns Wharf, generate almost \$3 million, or 19% of total revenue. Included in this revenue category is approximately \$600,000 generated from the issuance of annual parking permits for Waterfront parking lots.



FUND OVERVIEWS

Enterprise Funds

The “Other Fees” category includes visitor fees (\$649,459), slip transfer fees (\$1.2 million), live-aboard fees (\$152,770), and cruise ship fees (\$400,000). Due to COVID, there is much uncertainty with when the cruise ship program will resume. As of now, the Waterfront Department has budgeted assuming the cruise ship program will return in spring 2022.

Because the lease revenues are generally fixed in the short-term, the only revenue sources over which management can exercise near-term control are parking and harbor-related fees.



FUND OVERVIEWS

Internal Service Funds

INFORMATION TECHNOLOGY FUND

Information Technology was first established as an internal service fund in fiscal year 2004. Prior to that time, it was part of the General Fund. Fiscal year 2020 budget reflects a balanced budget. As an internal service fund, all of the revenue is generated from charges to other City funds and departments, allocated in proportion to services provided. Information Technology is comprised of three programs. The Network & Infrastructure Systems Program provides technical leadership, maintenance and user training and support for the City's 820 computer workstations and 160 infrastructure and application servers. The Enterprise Application Systems Program provides programming, support, and training for the City's software applications including the City's in-house developed financial management system. The Geographic information Systems Program, established in fiscal year 2008, provides oversight and support for the City's centralized geographical information system database, including maps and reports.

FACILITIES MANAGEMENT FUND

Part of the City's Public Works Department, the Facilities Management Fund is an internal service fund providing services to other City funds and departments. The Facilities Management Fund includes Building Maintenance, Custodial Services, Annex Yard Management, and Electronics Systems maintenance that provide services exclusively to other City departments. Rates are evaluated regularly against industry standards and then charge other City operations for the related services. The fund also includes a Facilities Capital program, funded by building maintenance charges, that funds the major maintenance, upgrade, and enhancement of City facilities.

The Building Maintenance function provides on-call response for repairs and maintenance of facilities throughout the City, as well as managing the General Fund's annual planned maintenance program. The facilities maintenance program also provides management of small and medium-sized improvements to various City facilities. The Communications Systems function provides management and maintenance of the City's radio, telephone and related communications systems. The Custodial Services function provides custodial services to various City facilities. The Building Maintenance function operates on a work order system. Each job is tracked and billed to the customer department. The planned maintenance program is handled almost exclusively by contract.

FLEET MANAGEMENT FUND

The Fleet Management Fund is an internal service fund providing services to other City funds and departments. Revenue in the adopted fiscal year 2022 budget is sufficient to fund all operating costs and the \$2.3 million capital program for vehicle replacement costs. Fleet Management charges an annual rental for each City vehicle in service. These rental payments are accumulated in a separate capital account and used to replace vehicles at the end of their lifecycle. Each vehicle is also charged an annual maintenance fee, which covers all required maintenance and all repairs as



FUND OVERVIEWS

Internal Service Funds

needed. While the maintenance charge is a flat annual fee, actual costs to maintain and repair individual vehicles varies. On the whole however, sufficient funds are raised to maintain the City's vehicles and equipment in a safe and reliable condition.

SELF-INSURANCE FUND

The City is partially self-insured for both workers' compensation and liability. The City's self-insured retention (deductible) for workers' compensation is \$750,000 per occurrence. A commercial excess workers' compensation policy provides additional coverage above the City's self-insured retention. For liability, the City is a member of the Authority of California Cities Excess Liability (ACCEL), a joint powers authority created to pool common municipal liability exposures such as general, automobile and public officials errors and omissions liability. There are currently a total of 13 California cities in ACCEL. Member entities share the cost of losses from \$1 million to \$4 million and purchase commercial excess liability insurance with limits of \$45 million above the self-insured retention of \$1 million per occurrence. ACCEL uses a retrospective rating plan for the use of funds collected to pay claims. The retrospective rating plan uses the deposits collected from each member to pay any claims received. Any funds on deposit in the pool that are not used to pay claims are returned to the City with interest, instead of becoming insurance company profits. The City has received a return of over \$6.5 million in premium rebates during its membership in ACCEL. This is an excellent indication that, to date, ACCEL has been a major success.

Insurable property is covered for all risks by commercial policies with a pooled aggregate limit of \$1 billion. Deductibles vary depending on peril and apply on a per occurrence basis. The City has separate limits of \$50 million per occurrence for flood and \$35 million for earthquake. The City's property insurance is purchased through a consortium of over 4,000 public entities that pool their purchasing power in order to better manage costs. The City currently has declared insured property values totaling \$532 million. As an internal service fund, the fund's revenue comes entirely from "premiums" charged to the City's other funds and departments for the coverage provided.

ENERGY MANAGEMENT FUND

Part of the City's Sustainability and Resilience Department, the Energy and Climate Management Fund is an internal service fund providing energy and climate support services to other City funds and departments. Rates are evaluated regularly based on electrical usage and then charged to other City operations for the related services. The fund also includes an Energy Management Capital program, funded by savings realized from other city departments from previous projects that achieved electrical savings.



DEPARTMENT SUMMARY

Airport

As the Tri-County region's "Airport of Choice", Santa Barbara Airport will be self-sustaining, exceed expectations for safety and quality service, and meet the air transportation and economic development needs of its customers and partners.

About Airport

Santa Barbara Municipal Airport is the busiest commercial service airport on the California coast between San Jose and Burbank. An integral part of the National Air Transportation System, the Airport ranks in the top third of the nation's commercial service airports in terms of total passengers. General Aviation accounts for over 67% of total aircraft operations with 139 based aircraft.

The Airport, owned and operated by the City since 1941, is managed by the Airport Department. The Department provides fiscal management of airport funding sources, property management and maintenance services for its aviation and commercial/industrial facilities, public safety, and facility planning and development services.

In addition to the airfield the Airport's 942 acres comprises 400 acres of wetlands and 87 acres of commercial/industrial property. Located about 10 miles from downtown Santa Barbara, the Airport neighbors the City of Goleta and the University of California. The Airport's primary market area encompasses Santa Barbara County.



The Airport is financially self-supporting through tenant rents and user fees. These revenues fund Airport operations, maintenance, and capital improvements as required by federal law. The Federal Aviation Administration (FAA) provides grant funding for qualified capital improvements. No local tax dollars are used for the Airport's operation.

Fiscal Year 2022 Budget Highlights

- Implement Soutfield Development Project
- Air Service Development efforts designed to aid recovery.



DEPARTMENT SUMMARY

Airport

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	66.00	67.00	67.00	68.50	68.50
Hourly Employee Hours	14,227	15,758	3,244	15,840	16,042
Revenues					
FAA Grants	\$ 7,621,424	\$ 5,511,578	\$ 14,081,350	\$ 6,300,000	\$ -
Passenger Facility Charges	1,635,663	2,093,863	646,564	1,436,174	2,539,514
Customer Facility Charges	553,550	-	-	1,000,000	-
Lease Income	21,060,193	20,004,305	16,921,952	21,034,834	26,340,001
Interest Income	434,739	243,700	165,400	134,125	132,300
Other Revenue	300,932	132,938	127,350	144,834	176,097
Transfer In	2,690,003	-	2,466,752	-	-
Total Department Revenue	\$ 34,296,505	\$ 27,986,384	\$ 34,409,368	\$ 30,049,967	\$ 29,187,912
Expenditures					
Salaries and Benefits	\$ 8,193,788	\$ 8,428,707	\$ 7,918,754	\$ 9,134,808	\$ 9,528,877
Supplies and Services	9,486,476	11,039,825	10,487,250	10,310,870	10,617,968
Special Projects	401,503	1,243,945	650,772	863,218	807,066
Non-Capital Equipment	38,325	206,221	146,576	106,820	106,820
Debt Service	2,458,305	2,685,464	2,685,466	2,684,214	2,680,464
Appropriated Reserve	1,462,913	1,596,044	722,875	647,628	1,777,110
Transfers Out	350,372	22,242	22,242	13,105	6,551
Total Operating Expenditures	\$ 22,391,682	\$ 25,222,448	\$ 22,633,935	\$ 23,760,663	\$ 25,524,856
Capital Program	4,662,602	9,569,043	8,848,970	4,120,000	1,220,000
Total Department Expenditures	\$ 27,054,284	\$ 34,791,491	\$ 31,482,905	\$ 27,880,663	\$ 26,744,856
Addition to (Use of) Reserves	\$ 7,242,221	\$ (6,805,107)	\$ 2,926,463	\$ 2,169,304	\$ 2,443,056

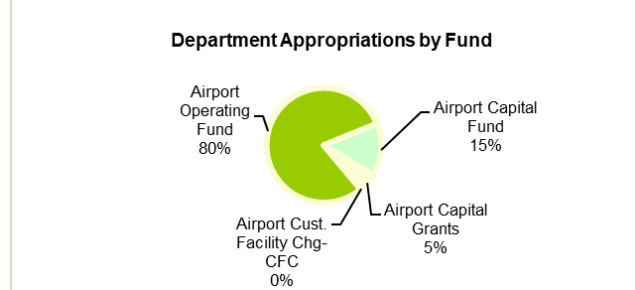
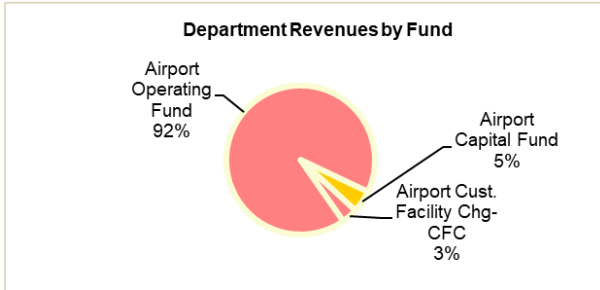
The Airport Department is budgeted in the Airport Operating Fund, the Airport FAA/PFC Capital Grants Fund and the Airport Customer Facility Charge (CFC) Fund.



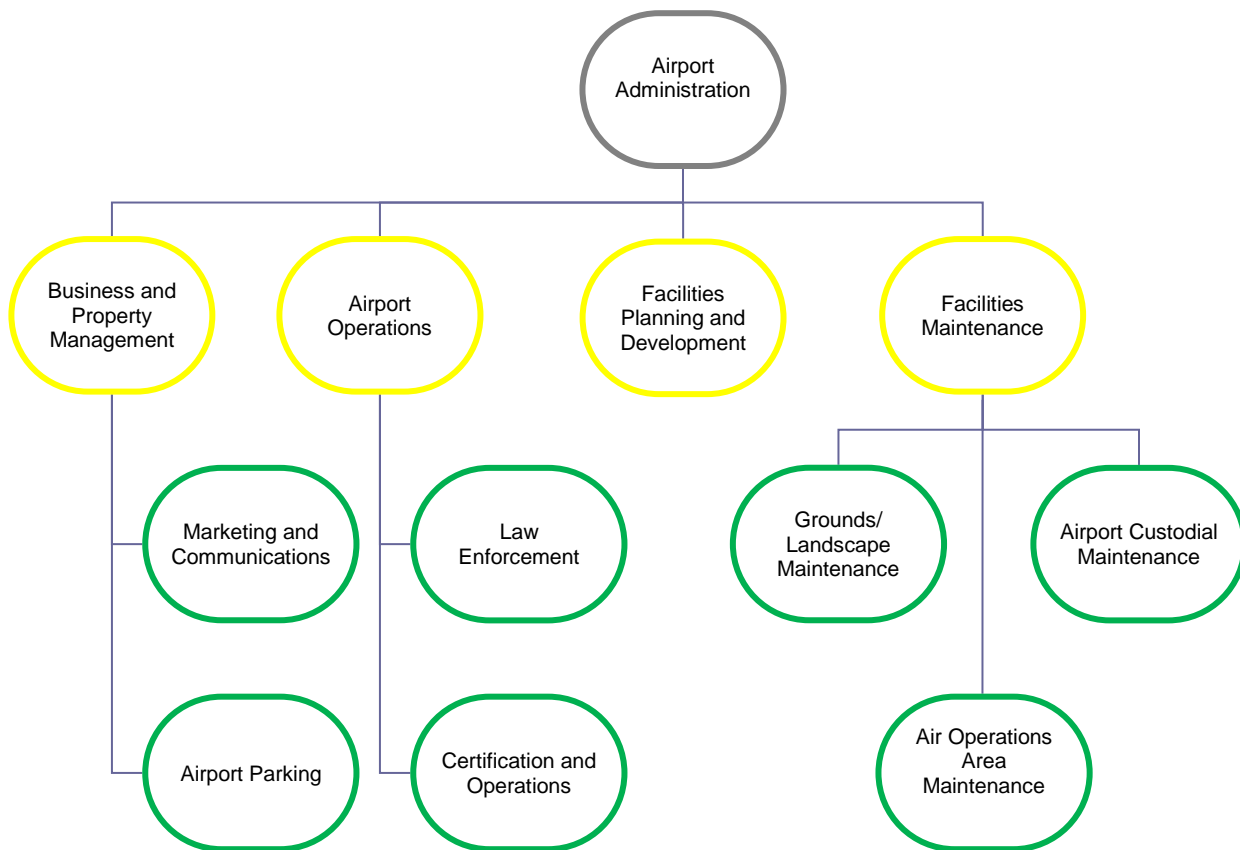
DEPARTMENT SUMMARY

Airport

Department Fund Composition



Program Organizational Chart



AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
Aircraft Operations Area
Maintenance
Law Enforcement
Certification and Operations
Facility Planning and Development

Administration

(Program No. 7411)

Mission Statement

Provide vision and leadership to Airport Department programs to provide the region with a safe, modern, and convenient gateway to the national air transportation system.

Program Activities

- Oversee management of all operating divisions within the Department.
- Ensure the safe, secure, efficient and fiscally responsible operation of the Airport 24 hours per day and seven days a week.
- Implement City policies established by City Administrator and City Council.
- Develop procedures, rules, and regulations for Airport operations.
- Provide primary staff support to Airport Commission.
- Implement federal policy for airports to ensure compliance obligations are met.



RECENT PROGRAM ACHIEVEMENTS

Successfully implemented strategies to address the safety and financial challenges of the COVID-19 pandemic

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.25	4.25	4.25	4.25	4.25
Hourly Employee Hours	0	0	0	1,800	1,800
Revenues					
FAA Grants	\$ 7,621,424	\$ 5,511,578	\$ 14,081,350	\$ 6,300,000	\$ -
Passenger Facility Charges	1,635,663	2,093,863	646,564	1,436,174	2,539,514
Customer Facility Charges	553,550	-	-	1,000,000	-
Lease Income	504,532	662,926	262,765	267,074	278,879
Interest Income	434,739	243,700	165,400	134,125	132,300
Other Revenue	25,463	25,638	-	25,638	25,638
Transfers In	2,441,281	-	2,466,752	-	-
Total Revenue	\$ 13,216,652	\$ 8,537,705	\$ 17,622,831	\$ 9,163,011	\$ 2,976,331
Expenditures					
Salaries and Benefits	\$ 1,365,870	\$ 747,540	\$ 622,694	\$ 790,516	\$ 806,013
Supplies and Services	1,587,064	2,221,401	1,952,254	1,826,620	1,943,412
Special Projects	1,664	1,996	1,996	2,045	500
Non-Capital Equipment	2,524	16,103	2,550	1,000	1,000
Debt Service	2,458,305	2,685,464	2,685,466	2,684,214	2,680,464
Appropriated Reserve	1,462,913	1,596,044	722,875	647,628	1,777,110
Transfers Out	350,372	22,242	22,242	13,105	6,551
Total Operating Expenditures	\$ 7,228,712	\$ 7,290,790	\$ 6,010,077	\$ 5,965,128	\$ 7,215,050
Capital Program	4,662,602	9,569,043	8,848,970	4,120,000	1,220,000
Total Expenditures	\$ 11,891,314	\$ 16,859,833	\$ 14,859,047	\$ 10,085,128	\$ 8,435,050

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Accomplish 75% of the Department's program objectives				
Percent of Department program objectives achieved	75%	75%	75%	75%

PROGRAMS & SERVICES

Administration (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Annual passengers	796,908	1 M	300,000	1 M
Annual aircraft operations for airlines and general aviation	89,330	103,000	80,000	103,000
Annual tons of airfreight	1,675	1,900	1,500	1,900
Percentage of the regional (SBP, SMX, SBA) air service market served by SBA, based on the number of scheduled airline seat departures	N/A	75%	60%	75%
Number of Airport Commission and Airport Commission subcommittee meetings	6	20	8	20

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AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
Aircraft Operations Area
Maintenance
Law Enforcement
Certification and Operations
Facility Planning and Development



RECENT PROGRAM ACHIEVEMENTS

Successfully submitted a budget to meet challenges of historic drop in revenues

Business and Property Management (Program No. 7412, 7414)

Mission Statement

Manage fixed assets to insure the Airport's economic self-sufficiency, and maintain a strong financial position through prudent fiscal management practices.

Program Activities

- Manage the Airport's commercial and industrial properties and aviation uses and activities.
- Ensure the Airport's economic self-sufficiency through full use and occupancy of Airport facilities.
- Monitor Airport property leases for compliance.
- Supervise the accounting and financial management functions of the department.
- Administer the management contract for the public parking facilities at the Airline Terminal.
- Administer the Federal Aviation Administration Airport Improvement Program grants for Airport Capital improvements.

Project Objectives for Fiscal Year 2022

- Partner with Air Carriers on the rates sufficient to meet fiscal needs and objectives.
- Execute new FBO Interim Lease agreements.
- Successfully partner with Rental Car agencies to implement a new CFC agreement.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.75	3.75	3.75	3.75	3.75
Hourly Employee Hours	107	0	141	0	0
Revenues					
Lease Income	\$ 20,555,662	\$ 19,341,379	\$ 16,659,187	\$ 20,767,760	\$ 26,061,122
Other Revenues	151,329	27,300	47,350	29,190	48,388
Total Revenue	\$ 20,706,991	\$ 19,368,679	\$ 16,706,537	\$ 20,796,950	\$ 26,109,510
Expenditures					
Salaries and Benefits	\$ 595,969	\$ 575,309	\$ 590,809	\$ 584,699	\$ 588,406
Supplies and Services	1,039,168	1,053,895	1,008,460	1,023,536	1,025,752
Special Projects	388,983	461,173	-	461,173	461,173
Non-Capital Equipment	8,947	1,000	-	1,000	1,000
Total Expenditures	\$ 2,033,067	\$ 2,091,377	\$ 1,599,269	\$ 2,070,408	\$ 2,076,331


Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain airline cost per enplaned passenger with the maximum not to exceed \$13.08 based on the approved FY2020 airline rates and charges				
Airline cost per enplaned passenger	\$26.33	\$10.48	\$24.00	\$10.48
Maintain ninety percent of Airport commercial properties lease within Airport Commission approved rental rate ranges				
Percent of Airport commercial properties within Airport Commission approved rental rate ranges	99%	90%	90%	90%
Conduct annual review to ensure rental rates for Airport properties are comparable to Santa Barbara and Goleta market rates				
Number of reviews conducted	1	1	1	1

PROGRAMS & SERVICES

Business and Property Management (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Revenue for food and beverage at enplaned passenger	\$3.88	\$5.16	\$3.22	\$5.16
Revenue for news and gifts at per enplaned passenger	\$2.89	\$2.83	\$2.83	\$2.83
Revenue for parking at enplaned passenger	\$8.19	\$9.02	\$8.50	\$9.02
Annual number of rental car contracts	60,723	110,000	35,000	110,000
Annual Gallons of Avgas aviation fuel sold	190,648	178,000	178,000	178,000
Annual Gallons of Jet A aviation fuel sold to general aviation users	2.64 M	3.00 M	3.00 M	3.00 M
Annual Gallons of Jet A aviation fuel sold to commercial airlines	5 M	5 M	2 M	5 M
Land leased (sq ft)	3.92 M	3.93 M	3.93 M	3.93 M
Land space occupancy rate	100%	100%	100%	100%
Building space leased (sq ft)	486,552	505,387	485,442	505,387
Building space occupancy rate	96.8%	98.0%	98.0%	98.0%
 KWh generated by the rental car facility solar PV collection system	92,232	200,000	55,050	200,000

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AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
Aircraft Operations Area
Maintenance
Law Enforcement
Certification and Operations
Facility Planning and Development



RECENT PROGRAM ACHIEVEMENTS

Launched a campaign messaging reduced travel related to the COVID-19 pandemic and successfully announced the launch of service by Southwest Airlines

Marketing and Communications (Program No. 7413)

Mission Statement

Using a research-driven approach, the Santa Barbara Airport marketing program serves to create regional awareness and support commercial air service, charter and general aviation activities, as well as the broad range of commercial businesses which assure the Airport's self-sustainability.

Program Activities

- Act as the center for collecting market and passenger data useful in planning marketing activities.
- Execute a paid media advertising program.
- Execute a robust social media engagement program.
- Maintain open communication and availability for local media regarding Airport issues.
- Execute public events to create greater opportunities for residents to enjoy their Airport.
- Manage community outreach and education.
- Support crisis communications inherent in the operation of an Airport.
- Actively pursue air service opportunities to meet the needs of the community.
- Market and promote the use of Santa Barbara Airport as the Airport of choice for the region.

Project Objectives for Fiscal Year 2022

- Collaboratively develop and execute incentive-funded marketing campaigns to support new service on Southwest Airlines and any other qualifying new route destination.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.50	1.50	1.50	2.00	2.00
Hourly Employee Hours	698	0	788	0	0
Expenditures					
Salaries and Benefits	\$ 148,590	\$ 183,026	\$ 130,986	\$ 272,870	\$ 288,036
Supplies and Services	337,051	432,831	442,283	283,028	283,373
Special Projects	10,856	-	-	-	-
Non-Capital Equipment	2,195	3,000	3,000	3,000	3,000
Total Expenditures	\$ 498,693	\$ 618,857	\$ 576,269	\$ 558,898	\$ 574,409

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Encourage air travel among leisure (primary) and business (secondary) travelers residing in the catchment area				
Digital media impressions from paid advertising	N/A	N/A	N/A	14 M
Position SBA as the airport of choice among residents of the primary catchment area.				
Annual virtual and/or in-person meetings with airline partners and prospective air carriers	N/A	N/A	N/A	18

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Annual visits to Airport website	169,947	200,000	200,000	200,000

AIRPORT PROGRAMS

Administration
Business and Property Management
Marketing and Communications
Facilities Maintenance
Aircraft Operations Area
Maintenance
Law Enforcement
Certification and Operations
Facility Planning and Development



RECENT PROGRAM ACHIEVEMENTS

Successfully upgraded all of the incandescent interior lighting at the Northeast hangars and the Terminal Facility to LED lighting and re-painted the exteriors of Buildings #305 and #115.

Facilities Maintenance

(Program No. 7421, 7422, 7424)

Mission Statement

Provide airport tenants and the public with well-maintained facilities and infrastructure through an efficient and effective facilities maintenance program.

Program Activities

- Provide 24-hour maintenance service for 59 Airport buildings, as well as Airport water mains, fire hydrants, sewer mains, manholes, and road and parking areas.
- Inspect and maintain one tidal gate to prevent flooding.
- Maintain landscaped areas at leased properties, roadway medians and Love Park on Airport property, including planting, mowing, weed abatement, and rodent control.
- Maintain Airport buildings, infrastructure and grounds to minimize unit costs.
- Administer the Storm Water Pollution Prevention Plan as part of the Airport's National Pollution Discharge Elimination System (NPDES) Storm Water Discharge Permit.



Project Objectives for Fiscal Year 2022

- Continue exploring SCE on-bill financing as a means to fund LED lighting retrofits on the Airline Terminal ramp, Long-term and Short-term Parking Lots and 495 S. Fairview.
- Complete roof and HVAC equipment replacement at Hangar 495.
- Consolidate monitoring, repair and maintenance of fire detection systems at Airline Terminal, 6100 Hollister, 495 S, Fairview and 2 Cass Pl.
- Develop database of Airport Asset Inventory and unprogrammed Capital funding requirements.
- 🌱 Develop a Sustainable energy project scope for funding consideration.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	18.25	19.25	19.25	19.25	19.25
Hourly Employee Hours	4,481	2,298	170	1,798	1,821
Revenues					
Other Revenue	\$ 25,140	\$ -	\$ -	\$ -	\$ -
Transfers In	\$ 248,723	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 273,862	\$ -	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 1,763,201	\$ 1,977,202	\$ 1,924,254	\$ 2,062,204	\$ 2,123,699
Supplies and Services	2,473,995	2,875,728	2,780,266	2,574,306	2,622,539
Special Projects	-	5,486	5,486	300,000	300,000
Non-Capital Equipment	10,223	21,000	20,500	21,000	21,000
Transfers Out	-	-	-	-	-
Total Expenditures	\$ 4,247,419	\$ 4,879,415	\$ 4,730,506	\$ 4,957,510	\$ 5,067,238

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 90% of all work orders by the established target date				
Percent of work orders completed by target date	83%	85%	85%	85%
Inspect Airport storm water inlets equipped with a structural storm water BMP device four times annually				
 Structural BMP device inspections	2	4	4	4
Monitor and communicate custodial services contractor performance by completing at least quarterly audits				
Performance audits completed	7	6	6	6
Audit and communicate landscape maintenance contractor performance at least six times				
Performance audits completed	9	6	6	6
Provide pre-rental custodial services for 100% of spaces prior to tenant occupancy				
Percent of vacant indoor airport lease spaces that receive custodial services prior to tenant occupancy	100%	100%	100%	100%
Maintain the diversion rate for recyclables at the Airline Terminal at 45% or more				
 Diversion rate for recyclables at the Airline Terminal	50%	20%	50%	50%

PROGRAMS & SERVICES

Facilities Maintenance (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Total cost per square foot for building maintenance	N/A	\$1.60	\$1.50	\$1.60
Cost per passenger for airline terminal custodial services	\$1.14	\$0.89	\$0.89	\$0.95
Work orders completed	2,540	2,500	2,500	2,500
Buildings maintained	59	59	59	59

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AIRPORT PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Successfully completed the centerline painting of all taxiways, rubber removal and re-painting of the main runway centerline and continued quarterly replacements of fading airfield sign face

Operations Area Maintenance (Program No. 7423)

Mission Statement

Maintain Aircraft Operations Area in compliance with applicable federal regulations, through an efficient and effective maintenance program.

Program Activities

- Inspect, maintain and repair 5.6 million square feet of Aircraft Operations Area (AOA) pavement (runways, taxiways, and ramp), pavement markings, lighting and signage.
- Comply with Airport certification requirements relating to airfield grading, mowing of safety areas and rodent control.



Project Objectives for Fiscal Year 2022

- Repaint runway holding position markings on primary runway.
- Perform friction test on primary runway.
- Repaint airfield service road markings.
- Maintain grading and paving of runway at taxiway safety areas in accordance with federal standards.
- 🌿 Support efforts to comply with State Water Board orders to identify PFAS hazardous materials sites on airport properties; test affected areas and coordinate remediation.
- 🌿 Support cleanup efforts of the 2019 C-130 crash site to mitigate environmental impacts.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.75	5.75	5.75	5.75	5.75
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 598,541	\$ 617,230	\$ 581,237	\$ 640,719	\$ 657,427
Supplies and Services	266,609	277,444	320,369	299,295	303,899
Special Projects	-	132,000	-	100,000	45,393
Non-Capital Equipment	-	25,000	12,500	25,000	25,000
Total Expenditures	\$ 865,149	\$ 1,051,674	\$ 914,106	\$ 1,065,014	\$ 1,031,719

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 92% of Aircraft Operations Area (AOA) maintenance work orders generated from airfield safety inspections within the established timeframe				
Percent of AOA work orders completed	89%	90%	90%	90%
Complete 92% of all work orders by the established target dates				
Percent of work orders completed	89%	90%	90%	90%
Steam clean the air carrier ramp four times annually as a storm water pollution prevention best management practice				
 Air carrier ramp cleanings completed	4	4	4	4
Sweep runways four times annually				
 Runway sweepings completed	2.5	4.0	4.0	4.0
Repaint Parallel Runways centerlines one time semi-annually				
Parallel Runways Taxiway centerline painting completed	1	1	4	4
Repaint Runway 7-25 centerlines three times annually				
Runway 7-25 centerline paintings completed	2	3	3	3

PROGRAMS & SERVICES

Operations Area Maintenance

(Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
AOA maintenance cost per acre	\$602	\$610	\$610	\$620
AOA work orders completed	884	1,200	1,100	1,200
Hours devoted to airfield maintenance	2,301	3,500	2,500	2,500

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AIRPORT PROGRAMS

Administration
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Marketing and Communications
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Facility Planning and Development

Law Enforcement

(Program No. 7431)

Mission Statement

Provide a secure environment for the traveling public, airlines, Airport tenants, and citizens by providing essential law enforcement and security services in a timely manner and in compliance with Municipal Code, State Law and Transportation Security Administration Regulations.

Program Activities

- Provide Airport Law Enforcement Officers to comply with Transportation Security Administration (TSA) Regulations regarding law enforcement support and response, aviation security inspections, security access control and FAA-required Airfield Inspection Program and Emergency response.
- Provide 24-hour law enforcement, security and traffic control services for the traveling public and airport stakeholders within the jurisdiction of the Airport.

Project Objectives for Fiscal Year 2022

- Conduct a comprehensive review and revision of the Airport Patrol Field Training Program Manual to ensure compliance with recent legislative and regulatory updates in compliance with California Commission on Peace Officer Standards and Training (POST) regulations.



RECENT PROGRAM ACHIEVEMENTS

The Airport Law Enforcement Division was successful in achieving targets for proactive and preventative patrols despite staffing challenges

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	15.50	15.50	15.50	15.50	15.50
Hourly Employee Hours	7,847	11,501	1,361	10,283	10,442
Revenues					
Other Revenue	\$ 99,000	\$ 80,000	\$ 80,000	\$ 90,006	\$ 102,071
Total Revenue	\$ 99,000	\$ 80,000	\$ 80,000	\$ 90,006	\$ 102,071
Expenditures					
Salaries and Benefits	\$ 1,965,506	\$ 2,261,670	\$ 2,142,128	\$ 2,603,097	\$ 2,684,671
Supplies and Services	176,444	220,476	219,917	219,475	225,828
Non-Capital Equipment	3,577	35,850	25,000	25,600	25,600
Total Expenditures	\$ 2,145,528	\$ 2,517,996	\$ 2,387,045	\$ 2,848,172	\$ 2,936,099

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to 100% of reports of unauthorized persons in restricted areas of the airport within 5 minutes of the incident being reported.				
Percent of responses within 5 minutes	100%	100%	100%	100%
Complete 12 daily Terminal Security Inspections (including Terminal Building, Secured Area Apron, Secured Area Fence Line and SIDA ID Badge Inspections) 85% of the time.				
Percent of Terminal daily inspections completed	85%	85%	85%	85%
Complete 8 daily patrols of the Air Operations Area (AOA) apron 85% of the time.				
Percent of daily AOA patrols completed	84%	85%	85%	85%
Complete 8 daily patrols of non-AOA (landside, commercial, and industrial Airport properties) 85% of the time.				
Percent of daily non-AOA patrols completed	87%	85%	85%	85%

PROGRAMS & SERVICES

Law Enforcement (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Checkpoint Responses	N/A	N/A	N/A	30
Inspection - Delivery	N/A	N/A	N/A	1,650
Inspection - Employee	N/A	N/A	N/A	1,200
Inspection - Vehicle (Entering SIDA)	N/A	N/A	N/A	200
Inspection - Vehicle (Random)	N/A	N/A	N/A	450
Terminal Security Inspection	N/A	N/A	N/A	5,000
Vehicle Patrol - Landside	N/A	N/A	N/A	4,000
Vehicle Patrol - Airside	N/A	N/A	N/A	4,000

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AIRPORT PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Staffing is the strongest it has been in the history of the Division with all positions filled with full time employees and supervision has grown to support the needs of the Airport

Certification and Operations

(Program No. 7441, 7442)

Mission Statement

Operate the Airport pursuant to safety guidelines as outlined in Federal Aviation Regulation (FAR) Part 139 and Transportation Security Regulation Part 1542, and minimize noise impacts of Airport operations on the communities surrounding the Airport, by promoting noise abatement procedures.

Program Activities

- Assure compliance with Federal Aviation Administration airport certification requirements which govern airports served by commercial air carriers.
- Provide emergency planning and response, including Aircraft Rescue and Firefighting (ARFF) services.
- Minimize adverse impacts of aircraft noise on communities around the Airport through pilot education and other noise advisory programs.
- Monitor and respond to incidents and calls for service through the Airport Operations Center (AOC).
- Administer the Commercial Ground Transportation Program at the Airline Terminal.

Project Objectives for Fiscal Year 2022

- Host FAR Part 139 annual Airport aircraft disaster drill exercise.
- Update the SBA Airport Minimum Standards document.
- Complete an update of the Airport Emergency Plan (AEP)
- Formulate design or operational solutions for passenger enplaning/deplaning near Gate 6.
- Reduce overall number of preventable security violations.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	14.50	15.50	15.50	15.50	15.50
Hourly Employee Hours	1,094	1,959	784	1,959	1,979
Expenditures					
Salaries and Benefits	\$ 1,529,853	\$ 1,844,270	\$ 1,792,283	\$ 1,929,815	\$ 1,981,376
Supplies and Services	3,296,278	3,496,315	3,309,036	3,633,345	3,739,674
Non-Capital Equipment	8,992	99,775	78,533	27,720	27,720
Total Expenditures	\$ 4,835,123	\$ 5,440,360	\$ 5,179,852	\$ 5,590,880	\$ 5,748,770

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Correct all discrepancy reports issued by the FAA during the annual FAA Certification inspection in the timeframe required.				
Percentage of discrepancy reports corrected	100%	100%	100%	100%
Conduct two badge office audits.				
Audits conducted	2	2	2	2
Conduct monthly tests of Airport Access Control System.				
Tests conducted	12	12	12	12
Respond to 100% of periodic ARFF airfield response drills within Federal Administration (FAA) required time parameters.				
Percent completed	100%	100%	100%	100%
Provide notification to aircraft owners/operators who failed to follow noise abatement procedures, in which a noise complaint resulted.				
Percent notified	100%	90%	90%	90%
Provide noise abatement program data for Airport Director's Report to Airport Commission.				
Percent of Airport Commission meetings with data provided	100%	100%	100%	100%

PROGRAMS & SERVICES

Certification and Operations (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Access Control system alarms	131,059	110,000	100,000	100,000
Noise complaints received	7,923	10,000	10,000	10,000
Part 139 airfield safety inspections	1,071	1,100	1,100	1,100
Security badge appointments	1,352	1,500	1,500	1,500
Total ARFF emergency responses	56	70	70	70
Notices to Airmen issued by Airport Operations staff	612	1000	1000	800
Number of passenger pickups by Transportation Network Companies	47,777	90,000	12,444	50,000

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AIRPORT PROGRAMS

Administration
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Facility Planning and Development



RECENT PROGRAM ACHIEVEMENTS

Completed Streets
Resurfacing of Long
Term Parking Lot
Project and completed
the NE Apron
Rehabilitation Project

Facility Planning and Development (Program No. 7451)

Mission Statement

Plan, design, permit and construct buildings and infrastructure in a timely and cost-effective manner to provide the region with a safe, modern, and convenient airport.

Program Activities

- Prepare and implement long-range land-use plan and policies.
- Implement the Airport's Capital Improvement Program (CIP).
- Provide engineering and other technical services for project design and construction, including cost estimating, to support the preparation of FAA grant applications.
- Obtain all necessary project permits and procure all reports and studies necessary for project approvals.
- Coordinate with regulatory agencies including negotiating project conditions.
- Maintain compliance with environmental regulations and project conditions.

Project Objectives for Fiscal Year 2022

- Complete the Taxiway H Environmental Assessment.
- Initiate scope of work for SBA Marking, Signage, and Lighting Project.
- Prepare Request for Qualifications and select consultant for Master Plan Update Project.
- 🌱 Develop a plan for the implementation of Airport-wide sustainable energy project.
- Develop a plan for the relocation/restoration of the General Western Hangars.
- Initiate construction of the Southfield Development Project.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.50	1.50	1.50	1.50	2.50
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 226,259	\$ 222,460	\$ 134,363	\$ 250,888	\$ 399,249
Supplies and Services	309,865	461,736	454,665	451,265	473,491
Special Projects	-	643,290	643,290	-	-
Non-Capital Equipment	1,867	4,493	4,493	2,500	2,500
Total Expenditures	\$ 537,991	\$ 1,331,979	\$ 1,236,811	\$ 704,653	\$ 875,240

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Limit the total annual value of construction contract change orders on capital improvement projects to less than or equal to 7% of the total value of construction contracts awarded.				
Construction contract change orders as a percentage of the total value of construction contracts awarded	3%	7%	0%	7%
Ensure 90% of development review comments are submitted to applicants/agencies by provided deadlines.				
Percentage submitted to applicants/agencies by provided deadlines	N/A	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Total estimated value of projects in active design and construction	\$24.7 M	\$22.1 M	\$23.6 M	\$24.7 M
Total number of projects under active planning, design, construction, and monitoring	11	8	8	8
Development applications received, including resubmittals	4	3	3	3
Division staff hours spent at board and commission meetings	5	10	10	10
Out-of-agency major projects, policies/planning documents, environmental documents, technical studies, etc., commented on by Division staff	4	4	4	4

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DEPARTMENT SUMMARY

City Administrator's Office

Responsible for the overall management and administration of the City of Santa Barbara, based upon the City Charter and the policy direction provided by the City Council.

About City Administrator's Office

The City Administrator's Office is composed of two programs: Administration, City TV (Channel 18), and the City Clerk's Office.

Administration provides for the management of all affairs of City government and services, direct control of the administrative branch of City government, and oversight of and direction to departments.

The City Administrator's Office oversees ten departments with over 1,000 full-time employees.

City TV Division is responsible for producing all public information programming on the city's government access cable television station, Channel 18, including City Council and various board and commission meetings and Inside Santa Barbara.

The City Clerk Division maintains the official city council meeting minutes and records, conducts elections, and coordinates compliance with related laws and regulations.

Fiscal Year 2022 Budget Highlights

The City Administrator's Office will continue to engage City business owners and other community stakeholders on revitalization efforts to improve downtown vibrancy.





DEPARTMENT SUMMARY

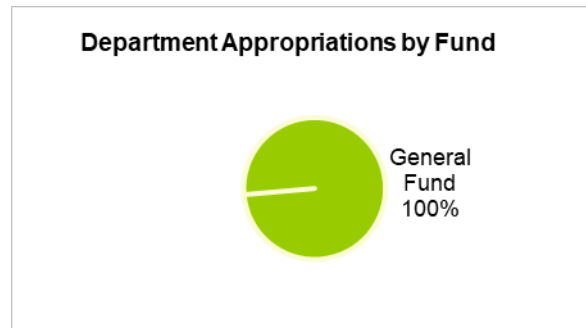
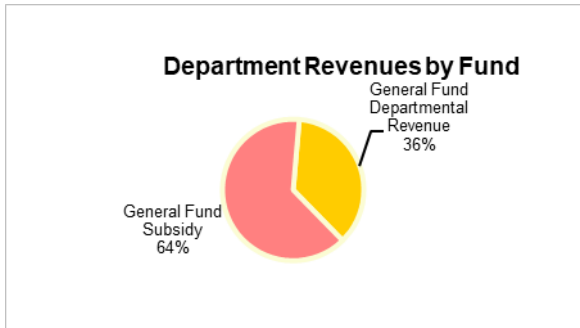
City Administrator's Office

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.30	14.85	14.85	15.50	15.50
Hourly Employee Hours	1,860	1,752	857	2,676	2,678
Revenues					
Other Revenue	760,979	421,443	298,494	224,102	224,102
Overhead Allocation Recovery	1,072,246	1,113,492	1,113,492	1,273,632	1,310,440
General Fund Subsidy	1,478,126	2,416,865	2,288,808	2,753,131	2,410,465
Total Department Revenue	\$ 3,311,352	\$ 3,951,800	\$ 3,700,794	\$ 4,250,865	\$ 3,945,007
Expenditures					
Salaries and Benefits	\$ 2,279,043	\$ 2,868,361	\$ 2,714,420	\$ 3,027,752	\$ 3,106,722
Supplies and Services	781,217	864,140	836,282	1,107,201	718,285
Special Projects	139,525	91,109	60,000	11,180	-
Departmental Reductions	-	-	-	(15,267)	-
Non-Capital Equipment	111,568	128,190	90,092	120,000	120,000
Total Department Expenditures	\$ 3,311,352	\$ 3,951,800	\$ 3,700,794	\$ 4,250,866	\$ 3,945,007

The City Administrator's Office is budgeted in the General Fund and Miscellaneous Grants Fund.

Department Fund Composition

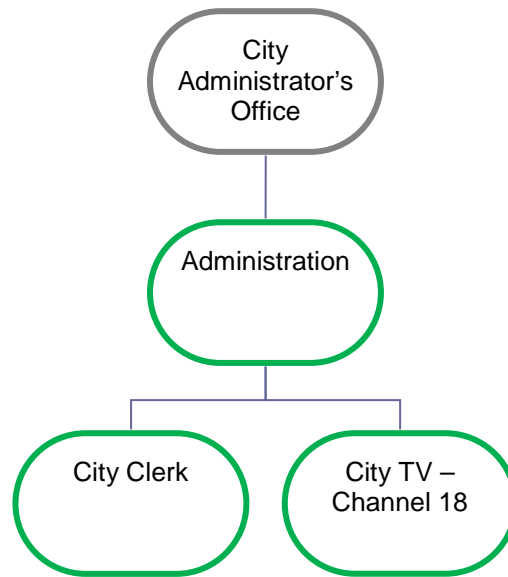




DEPARTMENT SUMMARY

City Administrator's Office

Program Organizational Chart



CITY ADMINISTRATOR PROGRAMS

- City Clerk's Office
City Administrator
City TV - Channel 18



RECENT PROGRAM ACHIEVEMENTS

Prepared and implemented both the Emergency Economic Recovery Ordinance (EERO) and the Temporary Eviction Moratorium Ordinance (TEMO) due to Covid-19.

City Clerk's Office (Program No. 1321)

Mission Statement

Ensure the integrity and preservation of the complete and accurate City Council record, conduct municipal elections, coordinate the recruitment and appointment process for City Advisory Groups and assist with staff compliance with Advisory Group requirements, coordinate the Citywide Records Management Program, and provide courteous, professional and efficient advice to the City Council, City staff and the community.

Program Activities

- Administer municipal elections.
- Clerk City Council meeting, including preparation of agendas and minutes.
- Process City Council approved ordinances, resolutions, agreements, contracts and deeds and certify the administrative record of Council actions.
- Update and publish the Municipal Code.
- Oversee compliance with the Political Reform Act as it relates to the filing of Campaign Statements, Statements of Economic Interests, and Ethics Training.
- Respond to staff requests for internal document production and historical research.
- Oversee the citywide records management Program and prepare an annual report on each Department's progress in meeting the program goals.
- Receive and direct all general line phone calls to appropriate City staff.
- Advise Advisory Group members and Advisory Group staff liaisons regarding the Brown Act and other applicable laws and regulations.
- Manage the recruitment and appointment process for 32 City Advisory Groups.

Project Objectives for Fiscal Year 2022

- Develop and implement a comprehensive citywide electronic records management plan, including requisite revisions to City policies, document management protocols, and methods to ensure staff compliance.
- Research and work towards implementation of technology to make the Advisory Group application and administration processes more efficient, user-friendly and transparent.
- Coordinate the translation and posting of Spanish language City Council meeting agendas.
- Facilitate remote City Council meetings.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	3.50	3.50	4.00	4.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 5,141	\$ 7,328	\$ 7,328	\$ 7,328	\$ 7,328
General Fund Subsidy	787,623	603,080	578,906	1,052,074	700,736
Total Revenue	\$ 792,764	\$ 610,408	\$ 586,234	\$ 1,059,402	\$ 708,064
Expenditures					
Salaries and Benefits	\$ 465,319	\$ 463,537	\$ 444,253	\$ 492,383	\$ 502,834
Supplies and Services	327,444	146,871	141,981	567,019	205,230
Total Expenditures	\$ 792,764	\$ 610,408	\$ 586,234	\$ 1,059,402	\$ 708,064

City Clerk's Office (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete staff document requests within 2 working days or by the requested deadline				
Percentage of staff document requests completed within allotted time	90%	90%	90%	90%
Processing and return of contracts and agreements within 10 working days of Council approval.				
Percentage of contracts and agreements processed and returned within allotted time	96%	90%	90%	90%
Provide Council meeting minutes for attorney review within 14 days of meeting.				
Percentage of minutes provided to attorney within allotted time	78%	90%	90%	90%
Maintain 90% timely filing rate for Statements of Economic Interests				
Percent of timely filings of Statements of Economic Interests	90%	90%	90%	90%
Post Municipal Code changes within 30 days of the effective date.				
Percentage of Municipal Code changes posted online within allotted time.	100%	90%	90%	90%

Measurable Objectives for Fiscal Year 2022(cont.)

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete staff document requests within 2 working days or by the requested deadline				
Percentage of staff document requests completed within allotted time	90%	90%	90%	90%
Processing and return of contracts and agreements within 10 working days of Council approval.				
Percentage of contracts and agreements processed and returned within allotted time	96%	90%	90%	90%
Provide Council meeting minutes for attorney review within 14 days of meeting.				
Percentage of minutes provided to attorney within allotted time	78%	90%	90%	90%
Maintain 90% timely filing rate for Statements of Economic Interests				
Percent of timely filings of Statements of Economic Interests	90%	90%	90%	90%
Post Municipal Code changes within 30 days of the effective date.				
Percentage of Municipal Code changes posted online within allotted time.	100%	90%	90%	90%
Conduct training for City staff on the agenda report preparation and process				

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Council meetings clerked	92	50	55	50
Council agenda items presented	714	625	711	715
Contracts and agreements, deeds and notices of completion processed	252	325	312	300
Resolutions and ordinances processed	164	250	140	200
Appeals processed	14	15	10	15
Number of Advisory Group meetings held	282	300	600	300
Number of advisory group applications received	161	225	266	250
Staff hours spent responding to Public Records Act requests	1,033	1,200	500	1,000
Filings of statements of economic interests	414	440	400	400
Campaign statements processed	51	25	20	25
Phone calls received, as measured via quarterly sampling	3,640	3,500	5,250	4,500

CITY ADMINISTRATOR PROGRAMS

City Clerk's Office
➤ City Administrator
City TV - Channel 18

City Administrator (Program No. 1311)

Mission Statement

Provide leadership, direction, and oversight to City departments to accomplish goals and objectives approved by the City Council, in accordance with the City Charter.

Program Activities

- Manage operations in ten City departments with over 1,000 full- and part-time employees.
- Coordinate a performance management program in all City departments.
- Coordinate legislative advocacy and intergovernmental relations.
- Provide support to the Ordinance Committee, Committee on Legislation, Sustainability Council Committee, Arts Advisory Committee, and the Sister City Committee.
- Coordinate citywide communications activities, including the City News In Brief, employee briefings, and media relations.
- Send advocacy letters on federal and state legislation based on the City's Legislative Platform.
- Coordinate activities and work with community business leaders to strengthen commercial corridors and assist small businesses with recovering from recent emergency incidents.

Project Objectives for Fiscal Year 2022

- Complete Electoral Redistricting Program following completion of the 2020 Census.
- Provide community information on the public health restrictions, operational standards, vaccination distribution, and economic recovery efforts.
- Coordinate formation of an advisory committee and development of a Downtown State Street Area Master Plan.
- Implement plans to improve vibrancy downtown and engage with stakeholders in economic recovery and revitalization efforts.
- Coordinate with business organizations and task forces on economic recovery and business support.
- Assist the Downtown Organization and Coast Village Association to create, renew, or expand improvement districts
- Support the reuse or redevelopment of the former Macy's and Nordstrom's buildings
- Provide guidance for special events and parades in compliance with public health guidelines.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	6.05	7.15	7.15	8.00	8.00
Hourly Employee Hours	108	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 914,747	\$ 949,934	\$ 949,934	\$ 1,146,034	\$ 1,179,154
General Fund Subsidy	481,282	1,113,918	1,203,252	1,173,814	1,149,409
Total Revenue	\$ 1,967,830	\$ 2,253,193	\$ 2,244,069	\$ 2,319,848	\$ 2,328,563
Expenditures					
Salaries and Benefits	\$ 1,462,694	\$ 1,664,429	\$ 1,675,835	\$ 1,944,791	\$ 1,985,061
Supplies and Services	365,612	497,655	508,234	379,144	343,502
Special Projects	139,525	91,109	60,000	11,180	-
Departmental Reductions	-	-	-	(15,267)	-
Total Expenditures	\$ 1,967,831	\$ 2,253,193	\$ 2,244,069	\$ 2,319,848	\$ 2,328,563

PROGRAMS & SERVICES

City Administrator (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that 90% of public service requests receive a response within five working days.				
Percent of responses within five working days	N/A	90%	90%	90%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Staff recommendations forwarded to Council	N/A	550	500	500
Public service requests requiring department follow-up	N/A	15	2	10

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CITY ADMINISTRATOR PROGRAMS

- City Clerk's Office
- City Administrator
- City TV - Channel 18

City TV - Channel 18 (Program No. 1313)

Mission Statement

Produce informational videos and televise public meetings to inform and educate the public about City programs and services.

Program Activities

- Televise public meetings, including City Council, Ordinance Committee, Finance Committee, Planning Commission, Historic Landmarks Commission, Architectural Board of Review, Transportation and Circulation Committee, Harbor Commission, Single Family Design Board, Parks and Recreation Commission, Airport Commission, and Water Commission.
- Televise public meetings for the City of Goleta.
- Produce the quarterly news magazine show "Inside Santa Barbara", about City programs, services and issues and produce quarterly sustainable landscaping and water conservation show "Garden Wise", for the family of Santa Barbara County Water Agencies.
- Produce on-line video streaming content of City meetings, educational and informational programming to members of the public and staff and provide technical support for users of the Granicus video streaming system.
- Maintain an electronic bulletin board to inform the public of City services, events, programming information, job opportunities, and local non-profit organization events.
- Maintain equipment, technical standards and operational capability of audio visual and television systems in the City Council Chambers, David Gebhard Public Meeting Room, Central Library Faulkner Gallery, City TV Master Control Facilities and remote portable control room.
- Provide video production services to City departments, other government agencies and affiliated organizations.

Project Objectives for Fiscal Year 2022

- Design, purchase and install replacement for David Gebhard Room audio system.
- Research and Select new Field Camera Equipment Package to replace 20 year old camera equipment.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.25	2.25	2.25	2.25	2.25
Hourly Employee Hours	1,752	1,752	857	2,676	2,678
Revenues					
Other Revenue	\$ 184,037	\$ 224,774	\$ 200,283	\$ 216,774	\$ 216,774
Overhead Allocation Recovery	157,499	163,558	163,558	127,599	131,286
General Fund Subsidy	209,221	182,361	156,891	242,474	272,538
Total Revenue	\$ 550,758	\$ 570,693	\$ 520,732	\$ 586,847	\$ 620,598
Expenditures					
Salaries and Benefits	\$ 351,029	\$ 366,503	\$ 366,805	\$ 381,673	\$ 407,841
Supplies and Services	88,161	76,000	63,835	85,174	92,757
Non-Capital Equipment	111,568	128,190	90,092	120,000	120,000
Total Expenditures	\$ 550,758	\$ 570,693	\$ 520,732	\$ 586,847	\$ 620,598

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain 99% television broadcast system uptime out of 24 hours, 7 days per week.				
Percent broadcast system uptime (24/7)	100%	99%	99%	99%
Prepare 25 videos that highlight city services, events and programs for online distribution via the City website and newsletters.				
Videos posted online	45	35	48	40

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Public meetings televised (including contract services)	367	350	370	370
First run televised meeting hours (including contract services)	890	900	1040	925
City TV original productions	79	55	90	65

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DEPARTMENT SUMMARY

City Attorney

Provide high quality, responsive and cost-effective legal representation and advice to the City Council, Boards, Commissions and City departments.

About City Attorney

The City Attorney's Office is responsible for all legal representation and advice for the City Council, Boards, Commissions and all City officers and staff in all matters of law pertaining to the City.

These responsibilities include, but are not limited to: attending City Council, Planning Commission and other board and commission meetings as needed; handling over 1,000 annual opinion requests and other legal work assignments; and weekly agenda preparation and review of items that come before City Council and Planning Commission. In addition, the office is responsible for all City code enforcement and litigation services.

The office is staffed by eight attorneys (the City Attorney, six assistants and one deputy) and six support and paraprofessional staff, who work as a close team managing the City's legal affairs. Many assignments cross over into several departments (e.g., Public Works, Community Development, Risk Management, Parks and Recreation, Police and Fire departments). Attorneys work cooperatively on complex matters such as the Measure C-funded Police Station project, State Street Promenade, and code enforcement. The office provides specialty services in litigation and water rights, as well as dedicated code enforcement and criminal prosecution services.

Fiscal Year 2022 Budget Highlights

The City Attorney's Office operates in four functional areas: Administration, Advisory, Civil Litigation and Code Enforcement. The City Attorney's Office has developed important performance objectives and milestones. The highlights include:

- Conducting an annual customer service survey to evaluate our performance
- Successfully assuring timely responses on all documented work requests
- Continuing development of Code Enforcement and Criminal Prosecution division with Assistant City Prosecutor and City Attorney Investigator
- Support implementation and enforcement of state housing laws



DEPARTMENT SUMMARY

City Attorney

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	15.75	15.75	15.75	16.75	16.75
Hourly Employee Hours	133	61	248	61	61
Revenues					
Other Revenue	220,154	331,302	96,106	331,302	311,302
Overhead Allocation Recovery	904,229	939,012	939,012	933,771	960,757
General Fund Subsidy	3,369,112	3,153,731	3,210,878	2,738,013	3,009,663
Total Department Revenue	4,493,495	4,424,045	4,245,996	4,003,086	4,281,722
Expenditures					
Salaries and Benefits	3,158,571	3,298,675	3,113,347	3,701,700	3,774,985
Supplies and Services	1,333,379	1,125,370	1,131,590	497,641	506,737
Departmental Reductions	-	-	-	(196,255)	-
Non-Capital Equipment	1,545	-	1,059	-	-
Total Department Expenditures	4,493,495	4,424,045	4,245,996	4,003,086	4,281,722

The City Attorney Department is budgeted in the General Fund.

Department Fund Composition





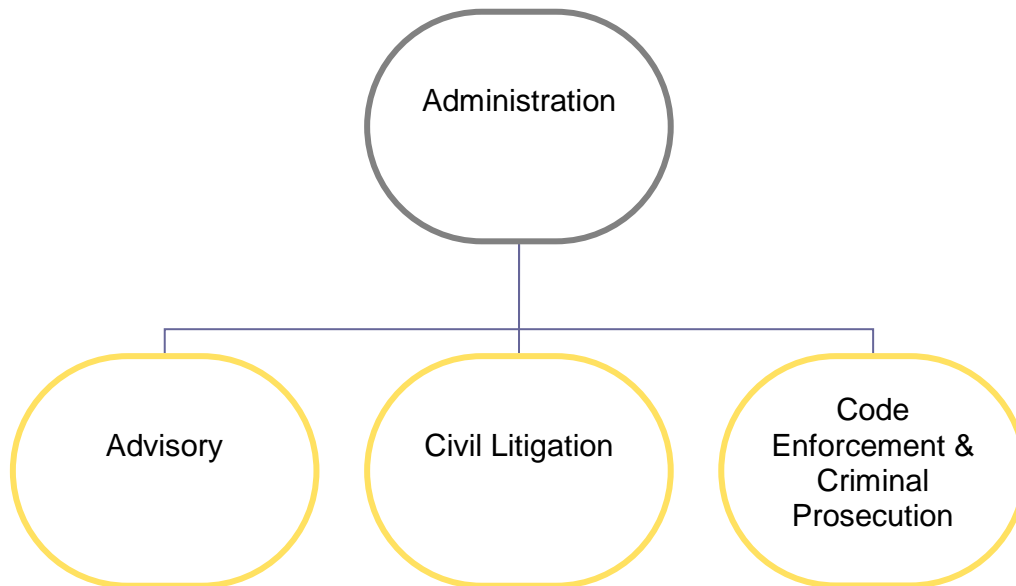
DEPARTMENT SUMMARY

City Attorney

Other Department Legal Expenditures

Department	Purpose	FY 2022	FY 2023
Airport	Litigation	\$ 34,000	\$ 34,000
City Administrator's Office	Labor Relations	\$ 35,375	\$ 35,375
Community Development	Special Services	\$ 25,000	\$ -
Public Works	Litigation	\$ 55,000	\$ 55,000
Total		\$ 149,375	\$ 124,375

Program Organizational Chart



CITY ATTORNEY PROGRAMS

➤ City Attorney's Office

City Attorney's Office (Program No. 1212 - 1215)

Mission Statement

Provide high quality, responsive and cost-effective legal representation to the City Council, Boards, Commissions and all City departments.

Program Activities

- Represent and advise the City Council, Boards, Commissions and all City officers and departments on legal issues.
- Attend all meetings of the City Council, and give advice or opinions orally or in writing whenever requested to do so by the City Council or by any of the Commissions, Boards or City officers.
- Represent and appear for the City in all actions or proceedings in which the City is concerned or is a party, and represent and appear for any City officer or employee, in all civil actions for any act arising out of their employment or by reason of their
- Prosecute on behalf of the People all criminal cases arising from violation of the provisions of the City Charter or the City Municipal Code.
- Assure implementation of General Plan Housing Element policies and programs.
- Approve the form of all City contracts and bonds issued by the City.
- Prepare and review proposed ordinances and City Council resolutions and related amendments.
- Perform all legal functions and duties required the City Charter.

Project Objectives for Fiscal Year 2022

- By September 30, 2021, circulate City Attorney's Office customer service survey (Administration - 1212).
- By December 31, 2021, prepare and distribute Legislative Report. (Administration - 1212).



RECENT PROGRAM ACHIEVEMENTS

Prepared and implemented both the Emergency Economic Recovery Ordinance (EERO) and the Temporary Eviction Moratorium Ordinance (TEMO) due to Covid-19.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	15.75	15.75	15.75	16.75	16.75
Hourly Employee Hours	133	61	248	61	61
Revenues					
Other Revenue	\$ 220,154	\$ 331,302	\$ 96,106	\$ 331,302	\$ 311,302
Overhead Allocation Recovery	904,229	939,012	939,012	933,771	960,757
General Fund Subsidy	3,369,112	3,153,731	3,210,878	2,738,013	3,009,663
Total Revenue	\$ 4,493,495	\$ 4,424,045	\$ 4,245,996	\$ 4,003,086	\$ 4,281,722
Expenditures					
Salaries and Benefits	\$ 3,158,571	\$ 3,298,675	\$ 3,113,347	\$ 3,701,700	\$ 3,774,985
Supplies and Services	1,333,379	1,125,370	1,131,590	497,641	506,737
Departmental Reductions	-	-	-	(196,255)	-
Non-Capital Equipment	1,545	-	1,059	-	-
Total Expenditures	\$ 4,493,495	\$ 4,424,045	\$ 4,245,996	\$ 4,003,086	\$ 4,281,722
Addition to (Use of) Reserve:	\$ 0	\$ 0	\$ (0)	\$ (0)	\$ (0)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 80% of City Attorney work requests within 15 working days (Advisory - 1213).				
Complete 80% of City Attorney advisory work requests within 15 working days.	90%	80%	80%	80%
Conduct civil litigation in a zealous, effective manner in order to win or settle cases 100% of the time (Civil Litigation - 1214).				
Conduct civil litigation in a zealous, effective manner in order to win or settle cases 100% of the time.	76%	100%	100%	100%
Conduct 100% of all Office Hearings and Mediations within 30 days of a Code Enforcement/Law Enforcement Agency's Request.				
Percentage of hearings conducted by the deadline	N/A	100%	100%	100%
Review, prepare, and, if necessary, file petitions for Work Place Violence Restraining Orders and Gun Violence Restraining Orders within 30 days of receiving request.				
Percentage of actions taken within 30 days of request.	N/A	100%	100%	100%
Review and make charging decisions on all cases referred for filing within 30 days of receipt.				
Percentage of charging decisions filed by deadline	N/A	100%	100%	100%

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DEPARTMENT SUMMARY

Community Development

Assist the public in managing the development of the community in order to protect and preserve the quality of life, promote a sound economic base and appropriate design, and ensure safe construction, all in balance with the constraints of the City's environment and resources.

About Community Development

The Community Development Department is responsible for managing the physical development of the City and providing affordable housing, human services, and landlord/tenant services. To accomplish this mission, the Department is divided into four functional divisions: Administration, Housing and Human Services, Building and Safety, and Planning.

Each division manages several *programs* consisting of policy formulation, economic vitality, inspections and enforcement, maintaining public health, safety and welfare, records management services, housing programs, allocation of Human Services, Community Development Block Grant (CDBG), HOME Tenant-Based Rental Assistance (TBRA), and Permanent Local Housing Allocation (PLHA) funding, homelessness initiatives, Rental Housing Mediation services, review of development proposals, historic preservation, public counter services, support to the Planning Commission, Architectural Board of Review, Historic Landmarks Commission, Single Family Design Board, and Sign Committee, and long range planning with the community.



Fiscal Year 2022 Budget Highlights

Overall, land development and construction activities are forecast at below average levels due to the COVID pandemic. With activity expected to pick up as the fiscal year progresses.

The Building & Safety Division will continue development of On-Demand permits with same day permit issuance, continue improvements to the Accela permit system, implement a consolidated Enforcement program, and continue the paper to digital Records Transition Plan.

The Planning Division will continue work on major projects, including Zoning Ordinance amendments, Local Coastal Program updates, and implementation of the Housing Element.

Housing and Human Services Staff will continue to manage federal and state program funding, provide Rental Housing Mediation services, identify and support rehabilitation and new construction of affordable housing, and when appropriate, restructure existing debt and extend affordability requirements in order to preserve the viability of the City's affordable housing inventory.



DEPARTMENT SUMMARY

Community Development

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	77.35	77.65	77.65	80.65	80.65
Hourly Employee Hours	7,165	7,270	6,483	2,655	3,740
Revenues					
Fees and Service Charges	\$ 5,101,127	\$ 6,677,270	\$ 4,989,752	\$ 5,661,046	\$ 6,344,826
Intergovernmental	3,426,029	7,764,534	5,112,444	3,002,136	2,906,177
Property Taxes	163,470	-	14	-	-
Interest Income	1,519,474	1,549,300	1,701,924	1,517,912	1,517,707
Inter-fund Reimbursement	4,190	8,000	1,500	349,289	371,704
Other Revenue	3,577,925	144,523	93,911	62,300	82,761
Transfer In	-	57,834	56,691	21,567	-
Overhead Allocation Recovery	80,677	83,780	83,780	164,073	168,815
General Fund Subsidy	6,612,481	6,074,314	6,850,449	6,869,726	7,156,868
Total Revenue	\$20,485,372	\$22,359,555	\$18,890,465	\$17,648,049	\$18,548,858
Expenditures					
Salaries and Benefits	\$ 9,965,548	\$11,029,272	\$10,080,685	\$12,057,161	\$12,472,692
Supplies and Services	1,925,479	2,407,503	2,048,898	1,912,221	2,066,173
Special Projects	175,439	123,522	103,000	83,162	56,000
Transfers Out	-	135,000	105,000	-	-
Human Services Grants	20,367,814	7,895,978	4,903,244	2,823,599	2,649,496
Non-Capital Equipment	18,396	56,482	28,396	27,400	25,900
Departmental Redcuts	-	-	-	(248,405)	-
Total Operating Expenditures	\$32,452,676	\$21,647,758	\$17,269,223	\$16,655,138	\$17,270,261
Capital Program	\$ 639,502	\$ 835,000	\$ -	\$ -	\$ -
Total Department Expenditures	\$33,092,178	\$22,482,758	\$17,269,223	\$16,655,138	\$17,270,261
Addition to (Use of) Reserves	\$ (12,606,806)	\$ (123,203)	\$ 1,621,242	\$ 992,911	\$ 1,278,597

The Community Development department is budgeted in the following funds:

General Fund
 City Affordable Housing Fund
 Revolving Rehab Loan Fund
 Miscellaneous Grants Fund

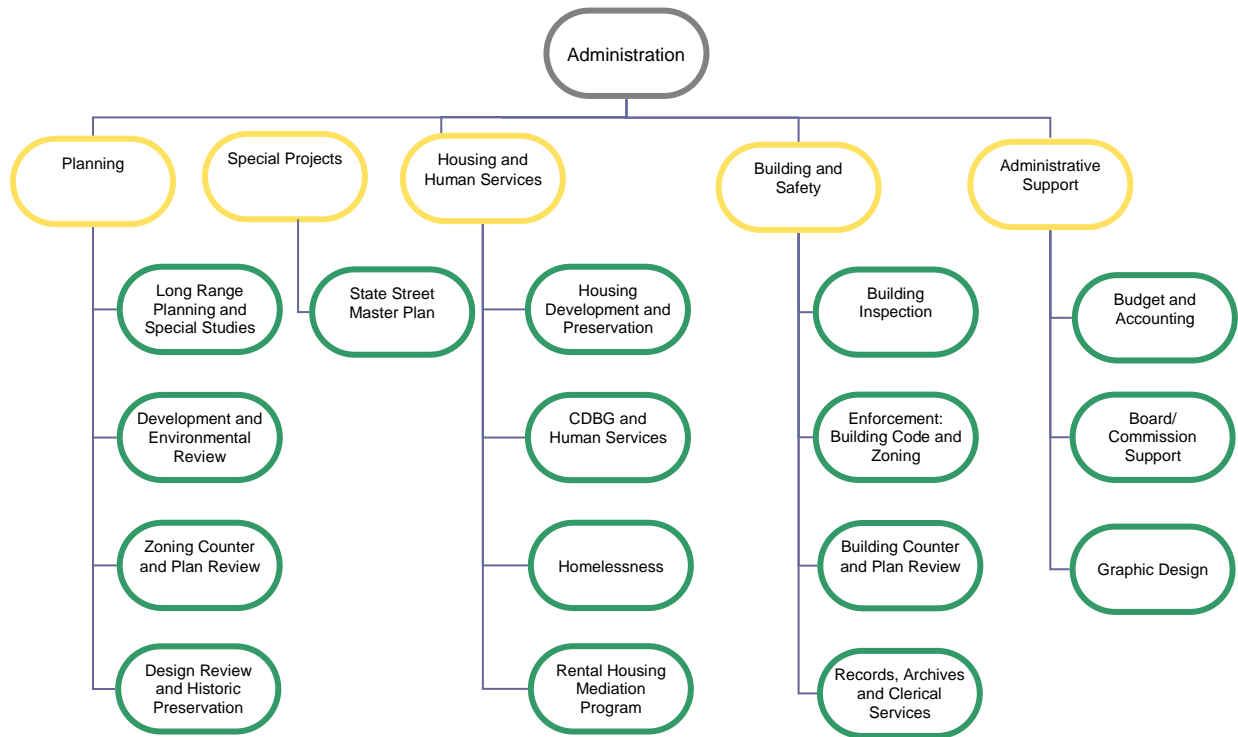
Community Development Block Grant Fund
 Federal HOME Loan Program Fund
 Permanent Local Housing Allocation Fund



DEPARTMENT SUMMARY

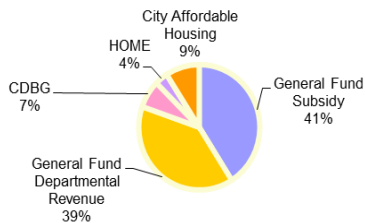
Community Development

Program Organizational Chart

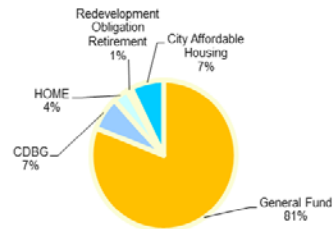


Department Fund Composition

Department Revenues by Fund



Department Appropriations by Fund



COMMUNITY DEVELOPMENT PROGRAMS

- Administration
 - Successor Agency
 - CDBG Administration and Human Services
 - Rental Housing Mediation Program
 - Housing Development and Preservation
 - Long Range Plan and Special Studies
 - Development/Environmental Review
 - Zoning Counter and Plan Review Services
 - Design Review and Historic Preservation
 - Building Inspection and Code Enforcement
 - Records, Archives and Clerical Services
 - Building Counter and Plan Review Services



RECENT PROGRAM ACHIEVEMENTS

Participated in the development and implementation of an appointment system for the 630 Garden Street public counters that allows for both in-person and virtual assistance.

Administration

(Program No. 2111)

Mission Statement

Provide leadership, policy direction, and support to the Community Development divisions in order to assist them in achieving goals and objectives.

Program Activities

- Manage, administer, and support the Building and Safety, Admin, Housing & Human Services, and Planning divisions of the Community Development Department.
- Assist City Administration with policy formulation and implementation of City Council direction.
- Provide illustration and computerized graphic support to the divisions of the Community Development Department and other City departments upon request.
- Prepare mid-year budget reviews.
- Develop Fiscal Year budgets, including new fee schedules and revenue projections.

Project Objectives for Fiscal Year 2022

- Coordinate the annual budget preparation process for the department and ensure all budget submittal items are completed by the required deadlines.
- Submit a mid-year and year-end Department Performance Plan report to City Administration by due date.
- Work with City TV to develop a new Department video for placement on the City's website by June 30, 2022.
- Manage the migration of Department webpages to the City's new website platform as part of the Website Application Replacement Project (WARP).
- Execute annual records destruction requirements in coordination with the City Clerk's Office.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.35	5.43	5.43	7.73	7.73
Hourly Employee Hours	0	0	371	0	0
Revenues					
Intergovernmental	\$ 554,307	\$ 1,445,693	\$ -	\$ -	\$ -
Inter-fund Reimbursement	\$ 4,190	\$ 8,000	\$ 1,500	\$ 349,289	\$ 371,704
Overhead Allocation Recovery	80,677	83,780	83,780	164,073	168,815
General Fund Subsidy	1,350,785	867,842	1,257,162	699,131	966,829
Total Revenue	\$ 1,989,959	\$ 2,405,315	\$ 1,342,442	\$ 1,212,493	\$ 1,507,348
Expenditures					
Salaries and Benefits	\$ 931,947	\$ 1,101,828	\$ 920,003	\$ 1,255,475	\$ 1,312,120
Supplies and Services	209,081	311,732	280,139	117,261	134,228
Special Projects	175,439	123,522	103,000	83,162	56,000
Transfers Out	-	35,000	35,000	-	-
Human Services Grants	669,500	827,060	-	-	-
Non-Capital Equipment	3,993	6,173	4,300	5,000	5,000
Departmental Reductions	-	-	-	(248,405)	-
Total Expenditures	\$ 1,989,959	\$ 2,405,315	\$ 1,342,442	\$ 1,212,493	\$ 1,507,348

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure accomplishment of at least 80% of departmental program objectives.				
Percent of program objectives accomplished	N/A	N/A	N/A	80%
Prepare quarterly budget reviews and submit to Finance by the required deadlines.				
Quarterly reviews submitted	N/A	N/A	N/A	4
Update the Community Development public webpages to maintain current information.				
Community Development public webpage updates completed	N/A	N/A	N/A	40
Ensure all divisions respond to 90% of complaints filed via the City Administrator's or Mayor's Office within five days of receipt.				
Percent of complaints responded to within 5 days of receipt	0%	90%	90%	90%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Department Council Agenda Reports processed	N/A	N/A	N/A	60
Department Personnel Action Forms processed	N/A	N/A	N/A	100
Employee evaluations submitted	N/A	N/A	N/A	65
Percentage of employee evaluations submitted by due date	N/A	N/A	N/A	90%

COMMUNITY DEVELOPMENT PROGRAMS

- Administration
- **Successor Agency**
 - CDBG Administration and Human Services
 - Rental Housing Mediation Program
 - Housing Development and Preservation
 - Long Range Plan and Special Studies
 - Development/Environmental Review
 - Zoning Counter and Plan Review Services
 - Design Review and Historic Preservation
 - Building Inspection and Code Enforcement
 - Records, Archives and Clerical Services
 - Building Counter and Plan Review Services



RECENT PROGRAM ACHIEVEMENTS

The annual Recognized Obligation Payment Schedule (ROPS) for 21-22 was approved by the SB County Oversight Board on January 20, 2021.

Successor Agency (Program No. 2125, 2611)

Mission Statement

Complete the Redevelopment Agency dissolution process in compliance with State legislation and complete projects approved on Recognized Obligation Payment Schedules (ROPS).

Program Activities

- The Redevelopment Agency was dissolved as of February 1, 2012.
- To help facilitate the winding down process at the local level, Successor Agencies have been established to manage redevelopment projects currently underway, make payments on enforceable obligations, and dispose of redevelopment assets and properties. Each Successor Agency has an oversight board that supervises its work.
- Continue the Redevelopment Agency dissolution process in compliance with State legislation.

Project Objectives for Fiscal Year 2022

- Prepare an annual Recognized Obligation Payment Schedule (ROPS) and six-month amendment, present them to the Oversight Board and submit them to the State Department of Finance for approval, if needed.
- Prepare a Final and Conclusive Enforceable Obligation request form, and any other required documents to complete the Redevelopment Agency Dissolution.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.80	0.30	0.30	0.00	0.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Property Taxes	\$ 163,470	\$ -	\$ 14	\$ -	\$ -
General Fund Subsidy	16,468,192	125,000	45,354		
Total Revenue	\$ 16,631,662	\$ 125,000	\$ 45,368	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 155,699	\$ 56,861	\$ 45,196	\$ -	\$ -
Supplies and Services	17,130	68,139	172	-	-
Human Services Grants	16,458,832	-	-	-	-
Total Operating Expenditures	\$ 16,631,662	\$ 125,000	\$ 45,368	\$ -	\$ -
Capital Program	\$ 489,502	\$ 835,000	\$ -	\$ -	\$ -
Total Expenditures	\$ 17,121,164	\$ 960,000	\$ 45,368	\$ -	\$ -
Addition to (Use of) Reserves	\$ (489,502)	\$ (835,000)	\$ -	\$ -	\$ -

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that 100% of existing Successor Agency Redevelopment Property Tax Trust Funds are spent on redevelopment-eligible activities and in compliance with State legislation.				
Percent of funds spent on redevelopment-eligible activities and in compliance with State legislation	100%	100%	100%	100%

COMMUNITY DEVELOPMENT PROGRAMS

- Administration
- Successor Agency
- **CDBG Administration and Human Services**
- Rental Housing Mediation Program
- Housing Development and Preservation
- Long Range Plan and Special Studies
- Development/Environmental Review
- Zoning Counter and Plan Review Services
- Design Review and Historic Preservation
- Building Inspection and Code Enforcement
- Records, Archives and Clerical Services
- Building Counter and Plan Review Services



RECENT PROGRAM ACHIEVEMENTS

Successfully implemented a \$1.3 million rental assistance program with the United Way of Santa Barbara County using CARES Act funding.

CDBG Administration and Human Services

(Program No. 2121, 2124, 2152)

Mission Statement

Ensure that the Federal Community Development Block Grant (CDBG), City General Fund Human Services programs, and other available funding sources meet the basic human needs of low-income individuals through non-profit human service agencies and the departments.

Program Activities

- Coordinate City Human Services funding process and contracts.
- Administer the Federal Community Development Block Grant (CDBG) Program and various State, County, and local grant programs.
- Work with citizens, community groups, and City Council to establish sound policies for allocating Human Service funds among various social services agencies serving the community, as well as allocating CDBG funds, and meeting Federal requirements that benefit programs and projects for low and moderate-income persons.
- Provide Fair Housing Enforcement, including investigation of reported cases of housing discrimination.
- Administer the Permanent Local Housing Allocation (PLHA) grant program to ensure compliance with State of California regulations.

Project Objectives for Fiscal Year 2022

- Develop, with public input, the Consolidated Annual Performance Evaluation Report (CAPER) and submit to the Department of Housing and Urban Development (HUD) by the HUD-established deadline.
- Develop, with public input, the Annual Consolidated Action Plan and submit to HUD by the HUD-established deadline.
- Deliver mid-year Grantee Performance Reports to Community Development Human Services Committee prior to commencement of applicant interviews.
- Deliver year-end Grantee Performance Reports to Community Development Human Services Committee prior to the committee's September meeting.
- Through administration of the newly implemented PLHA program, ensure that PLHA funds support activities that assist persons who are experiencing or are at-risk of homelessness.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.40	1.65	1.65	1.60	1.60
Hourly Employee Hours	0	0	0	0	0
Revenues					
Intergovernmental	\$ 624,616	\$ 1,515,398	\$ 2,093,502	\$ 956,247	\$ 956,247
General Fund Subsidy	1,265,398	797,106		959,875	1,062,958
Total Revenue	\$ 1,890,014	\$ 2,312,504	\$ 2,093,502	\$ 1,916,122	\$ 2,019,205
Expenditures					
Salaries and Benefits	\$ 171,834	\$ 229,371	\$ 225,627	\$ 205,441	\$ 211,165
Supplies and Services	80,542	41,480	32,614	67,088	62,347
Human Services Grants	1,637,638	2,040,538	1,458,469	1,643,503	1,745,603
Non-Capital Equipment	-	1,115	-	90	90
Total Expenditures	\$ 1,890,014	\$ 2,312,504	\$ 1,716,710	\$ 1,916,122	\$ 2,019,205
Addition to (Use of) Reserves	\$ (0)	\$ -	\$ 376,792	\$ -	\$ -

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Work with grant-recipients to enable them to meet grant requirements enabling them to make full use of their Human Services grant.				
Percent of Human Services funds expended within the program year	99%	95%	95%	95%
Ensure that less than 2% of all applicants appeal the Committee recommendations to the City Council by providing staff support to the Community Development/Human Services Committee and applicants in the annual process of recommending funding commitments.				
Percent of applicants appealing the funding decisions	0.00%	2.00%	2.00%	2.00%
Ensure that CDBG disbursements meet federal timeliness requirements as per HUD/CPD schedule.				
Amount of unspent CDBG funds as of May 2nd	1.4	1.5	1.5	1.5
Ensure that 100% of sub-grantees comply with Human Services and CDBG grant agreement terms.				
Percent of sub-grantees that comply with grant terms	100%	95%	95%	100%

PROGRAMS & SERVICES

CDBG Administration and Human Services (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
CDBG/Human Services grant applicants received in December 2021	55	55	55	55
CDBG/Human Services grant recipients awarded in March 2022	50	50	50	50

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Successor Agency
CDBG Administration and Human
Services

➤ **Rental Housing Mediation
Program**

Housing Development and
Preservation
Long Range Plan and Special
Studies
Development/Environmental Review
Zoning Counter and Plan Review
Services
Design Review and Historic
Preservation
Building Inspection and Code
Enforcement
Records, Archives and Clerical
Services
Building Counter and Plan Review
Services



RECENT PROGRAM ACHIEVEMENTS

Pivoted away from an in-person service model to phone and virtual Mediations to continue providing service during the Pandemic; educating the public about new evolving laws including SB 91.

Rental Housing Mediation Program (Program No. 2122)

Mission Statement

Provide mediation, information and consultation on landlord and tenant rights and responsibilities to help resolve rental-housing disputes.

Program Activities

- Help to resolve tenant/landlord disputes out of court through staff consultations and mediations, resulting in housing retention and the prevention of homelessness.
- Provide neutral accurate information on tenant/landlord rights and responsibilities to enable the parties to make informed decisions and resolve their dispute(s) without further assistance.
- Provide Outreach and Education to the community.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Intergovernmental	\$ 89,951	\$ 84,791	\$ 75,193	\$ 80,825	\$ 84,866
General Fund Subsidy	156,601	180,045	191,682	204,116	213,131
Total Revenue	\$ 246,552	\$ 264,836	\$ 266,875	\$ 284,941	\$ 297,997
Expenditures					
Salaries and Benefits	\$ 206,068	\$ 242,439	\$ 247,028	\$ 266,100	\$ 274,281
Supplies and Services	40,484	22,397	19,847	18,841	23,716
Total Expenditures	\$ 246,552	\$ 264,836	\$ 266,875	\$ 284,941	\$ 297,997

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Obtain either an oral or a written agreement between disputing parties on 85% of all telephone mediations.				
Percent of oral or written agreements on telephone mediations	100%	85%	85%	85%
Obtain either an oral or a written agreement between disputing parties on 85% of all face-to-face (in-office) mediations.				
Percent of oral or written agreement on face-to-face mediations	100%	85%	85%	85%
Provide 6 outreach and education presentations on rental housing rights and responsibilities to community groups, tenant groups, and landlord groups.				
Outreach and education presentations	3	6	9	6
90% of clients will affirm that the information/materials provided will be helpful to them in resolving their rental housing dispute/concern.				
Percent of telephone or in-office client consultations resulting in client affirmation that information/materials provided will be helpful to them in resolving their rental housing dispute/concern	91%	90%	90%	90%
70% of survey respondents, will affirm that all or most rental issues were resolved by staff consultation and/or information.				
Percent of survey respondents affirming that all or most rental issues were resolved by staff consultation and/or information	90%	70%	70%	70%

PROGRAMS & SERVICES

Rental Housing Mediation Program (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Telephone mediation services provided for rental housing disputes	32	30	30	30
Face-to-face mediation services provided for rental housing disputes	6	2	2	2
Santa Barbara residents served with information, consultation and mediation services.	830	860	860	860
Goleta & Carpinteria residents served with information, consultation and mediation services.	155	140	140	140

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COMMUNITY DEVELOPMENT PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Provided a \$2 million loan to the Housing Authority to develop 28 affordable studios for homeless individuals at 110-116 E. Cota St.

Housing Development and Preservation

(Program No. 2123, 2126, 2127)

Mission Statement

Promote and facilitate the development and preservation of housing primarily for low- and moderate-income households to foster an inclusive and balanced community.

Program Activities

- Administer housing funds to facilitate development of affordable housing.
- Establish and maintain prudent lending and management practices for development and operation of affordable housing stock.
- Maintain inventory of affordable projects and manage loan portfolio.
- Coordinate with local housing providers to develop affordable housing projects.
- Administer federal HOME Program funds to facilitate development of affordable housing (including Tenant-Based Rental Assistance), and assure compliance with federal occupancy and rent requirements.
- Coordinate with local Community Housing Development Organizations (CHDOs) to develop affordable housing.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.55	5.02	5.02	6.07	6.07
Hourly Employee Hours	865	986	628	790	798
Revenues					
Intergovernmental	\$ 1,962,797	\$ 4,210,543	\$ 2,893,749	\$ 1,715,064	\$ 1,715,064
Interest Income	1,519,474	1,549,300	1,701,924	1,517,912	1,517,707
Other Revenue	3,504,678	-	-	-	-
General Fund Subsidy		173,044			
Total Revenue	\$ 6,986,950	\$ 5,932,887	\$ 4,595,673	\$ 3,232,976	\$ 3,232,771
Expenditures					
Salaries and Benefits	\$ 599,710	\$ 774,524	\$ 691,343	\$ 827,654	\$ 859,960
Supplies and Services	205,195	204,713	180,589	273,401	282,029
Human Services Grants	1,575,314	4,935,150	3,384,775	1,113,262	811,580
Non-Capital Equipment	394	18,500	17,250	2,500	2,500
Total Expenditures	\$ 2,380,613	\$ 5,932,887	\$ 4,273,957	\$ 2,216,817	\$ 1,956,069
Addition to (Use of) Reserves	\$ 4,606,337	\$ 0	\$ 321,716	\$ 1,016,159	\$ 1,276,702

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Certify compliance of at least 95% of 2,049 rental units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of restricted rental units certified for compliance	86%	95%	95%	95%
Certify compliance of at least 95% of 457 owner-occupied units to assure that 100% of those units are in compliance with the City's affordability and occupancy requirements.				
Percent of affordable ownership units certified for compliance	100%	95%	95%	95%
Assure compliance with City requirements for 100% of initial sales, resale, and refinancing of affordable ownership units.				
Percent of monitored initial sales, resales and refinancings that complied with City requirements	100%	100%	100%	100%
Assure 100% compliance with the City's Inclusionary Housing Ordinances and housing policies for construction of new owner-occupied and rental housing.				
Percent of new owner-occupied and rental units that comply with the City's Inclusionary Housing Ordinances and housing policies.	100%	100%	100%	100%
Monitor and assure 100% compliance of City Affordable Housing loan agreements to ensure annual repayment amounts are received on outstanding loans.				
Percent of loan agreement payments received per City terms	100%	100%	100%	100%

Housing Development and Preservation (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of initial sales of new owner-occupied affordable units monitored for conformance with housing policies	3	4	0	4
Number of resales of existing owner-occupied affordable units monitored for conformance with housing policies	15	6	6	12
Number of refinances of existing owner-occupied affordable units monitored for conformance with housing policies	34	6	6	12
Number of households provided with tenant-based rental assistance	56	40	40	40
Total amount of repayments received from loan agreements (Million \$)	3.30	1.40	1.40	2.50
Number of new affordable rental units awarded loans or grants by City Council for their acquisition or new construction	19	0	3	8
Number of affordable units preserved via approved loan modifications and/or subordinations of existing financing	37	8	8	23
Number of affordable rental units awarded loans or grants by City Council for their rehabilitation	N/A	N/A	N/A	10

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COMMUNITY DEVELOPMENT PROGRAMS

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Housing Development and
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➤ **Long Range Plan and Special
Studies**

Development/Environmental Review
Zoning Counter and Plan Review
Services

Design Review and Historic
Preservation

Building Inspection and Code
Enforcement

Records, Archives and Clerical
Services

Building Counter and Plan Review
Services



RECENT PROGRAM ACHIEVEMENTS

Facilitated City
Council adoption of
the City's first Sea-
Level Rise Adaptation
Plan on February 2,
2021.

Long Range Plan and Special Studies

(Program No. 2131)

Mission Statement

Develop public policies that reflect the community's vision, in order to manage the City's physical growth within our resources, and to protect Santa Barbara's unique quality of life for the entire community.

Program Activities

- Develop and implement goals, policies, and action plans related to community issues such as affordable housing, land use, growth management, resource conservation, open space, transportation, and circulation.
- Prepare studies to update City policies, particularly the General Plan and Local Coastal Program, in response to state law, resource availability, and community goals.
- Monitor the amount and type of development to ensure compliance with growth restrictions and to inform the public and decision-makers about development patterns and trends.
- Facilitate public participation and community involvement in planning issues.
- Participate in the development and review of regional studies prepared by the Santa Barbara County Association of Governments such as the Regional Growth Forecast, the Regional Housing Needs Assessment, and the Sustainable Communities Strategy.
- Support City Council and other City Departments in addressing regional governance and planning issues.

Project Objectives for Fiscal Year 2022

- Contract with a consultant to begin background work on the Cycle 6 Housing Element using REAP Grant funds.
- Contract with a consultant to begin work on citywide multi-unit Objective Design Standards using LEAP Grant Funds.
- Submit Annual Status and Progress Report on the Housing Element to the Department of Housing and Community Development and a General Plan annual progress report to the Governor's Office of Planning and Research by April 1, 2022.
- Begin work on environmental review streamlining to facilitate construction of housing using SB-2 funds.
- Monitor pending State legislation related to land use, and respond as necessary, including developing work programs and implementation timelines for new or amended laws.
- Assist in preparation of the Together to Zero plan.
- Prepare draft General Plan and Zoning Ordinance Amendments related to new multi-unit housing standards for review by the Planning Commission by December 31, 2021.

Long Range Plan and Special Studies (Continued)

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.92	6.32	6.32	6.32	6.32
Hourly Employee Hours	0	0	74	0	0
Revenues					
Fees and Service Charges	\$ 63,579	\$ -	\$ 43,065	\$ -	\$ -
Intergovernmental	143,677	-	-	200,000	100,000
General Fund Subsidy	769,075	1,080,930	969,961	908,997	1,034,787
Total Revenue	\$ 976,332	\$ 1,080,930	\$ 1,013,026	\$ 1,108,997	\$ 1,134,787
Expenditures					
Salaries and Benefits	\$ 832,330	\$ 975,138	\$ 918,903	\$ 1,029,607	\$ 1,050,325
Supplies and Services	143,432	104,942	94,123	78,540	83,612
Non-Capital Equipment	570	850	-	850	850
Total Expenditures	\$ 976,332	\$ 1,080,930	\$ 1,013,026	\$ 1,108,997	\$ 1,134,787

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➤ **Development/Environmental
Review**

Zoning Counter and Plan Review
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Design Review and Historic
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Building Inspection and Code
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Records, Archives and Clerical
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Building Counter and Plan Review
Services



RECENT PROGRAM ACHIEVEMENTS

Created new, user-friendly and visually appealing, Planning Application Handouts, including a new Information Packet, which provides an overview of the review process, along with tips for a successful application.

Development/ Environmental Review

(Program No. 2132)

Mission Statement

Manage the development review process, including project environmental review and stakeholder involvement, in order to protect and preserve the City's resources and quality of life.

Program Activities

- Provide support to City Council, Planning Commission, Architectural Board of Review, Historic Landmarks Commission, Single Family Design Board, and Staff Hearing Officer.
- Review, analyze, and make recommendations on project proposals by private property owners and government agencies. Review takes place through all stages of development including pre-application, staff analysis, public hearings, plan check, construction,
- Administer environmental review process in compliance with the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA), when appropriate.
- Provide public information and permit services at the public counter and in phone calls and meetings with members of the public interested in projects.

Project Objectives for Fiscal Year 2022

- Continue regular outreach to Land Development Team stakeholders (architects, planners, engineers, contractors, developers) through use of LDT Bulletins, City website, advanced notification of relevant hearings, "Open House" or similar events, etc.
- Update environmental review procedures to facilitate a more streamlined development review process.
- Update 30-day completeness letter and PRT letter template to improve communication with applicants.
- Update Planning Application (land use portion) review procedures to facilitate staff training and improve the project review process.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	10.07	9.77	9.77	9.77	9.77
Hourly Employee Hours	0	0	111	0	0
Revenues					
Fees and Service Charges	\$ 395,341	\$ 664,399	\$ 794,229	\$ 556,636	\$ 655,198
Other Revenue	-	5,000	-	5,000	5,000
General Fund Subsidy	962,544	790,205	611,602	1,079,703	1,050,128
Total Revenue	\$ 1,357,885	\$ 1,459,604	\$ 1,405,831	\$ 1,641,339	\$ 1,710,326
Expenditures					
Salaries and Benefits	\$ 1,224,445	\$ 1,266,155	\$ 1,253,899	\$ 1,474,308	\$ 1,513,661
Supplies and Services	130,611	159,393	136,432	154,531	162,609
Human Services Grants	2,259	31,556	15,000	10,000	31,556
Non-Capital Equipment	570	2,500	500	2,500	2,500
Total Expenditures	\$ 1,357,885	\$ 1,459,604	\$ 1,405,831	\$ 1,641,339	\$ 1,710,326

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that 90% of all minutes and resolutions are ready for action by the Planning Commission on the second meeting after the Planning Commission took action.				
Percent of minutes and resolutions ready for action by the Planning Commission on the second meeting after action was taken	100%	90%	95%	90%
Ensure that 90% of Land Use Planning Application and required Pre-application Review Team (PRT) written comments are provided to the applicant within 30 days.				
Percent of written comments provided to the applicant within 30 days	100%	90%	90%	90%
Ensure that 90% of Modification Application written comments are provided to the applicant within 30 days.				
Percent of letters provided to the applicant within 30 days	N/A	90%	90%	90%
Ensure that 90% of optional Pre-application Review Team (PRT) written comments are provided to the applicant within six weeks of submittal.				
Percent of comments provided to the applicant within 6 weeks	100%	90%	95%	90%

PROGRAMS & SERVICES

Development/ Environmental Review

(Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Planning (land use) Applications received, including re-submittals	46	50	60	50
Planning (Modification) Applications received	36	40	20	20
Pre-applications reviewed	19	20	15	20
Major work sessions, trainings, ordinances, and discussion items at the Planning Commission	17	15	25	20
Cumulative length of all Planning Commission meetings (in hours).	104	100	160	150
Planning Commission appeals heard by the City Council	3	3	3	3
Planner Consultations (paid for by applicant) completed	10	10	35	30

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➤ **Zoning Counter and Plan
Review Services**

Design Review and Historic
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Building Inspection and Code
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RECENT PROGRAM ACHIEVEMENTS

Transitioned the Planning application submittal and plan review process from a paper-based system to a digital system, using the functionality of our Accela permit tracking system.

Zoning Counter and Plan Review Services

(Program No. 2133)

Mission Statement

Protect and improve Santa Barbara's quality of life by providing information regarding the City's Planning and Zoning regulations to the community; ensuring that existing and new developments comply with those regulations and making sound decisions as the Staff Hearing Officer consistent with City land use policy.

Program Activities

- Staff the planning counter and provide information for the community about land use and zoning requirements, the review process, and other land development issues.
- Review plans for proposed development for compliance with zoning requirements.
- Investigate land use and sign complaints and enforce land use and sign regulations.
- Prepare amendments to the Zoning Ordinance and Zone Map as necessary.
- Assist in updating and adding functionality to the City's permit tracking database as needed and requested.
- Perform Staff Hearing Officer tasks including, reviewing reports and plans, conducting hearings, reviewing minutes and resolutions, and assisting in the appeal process.
- Attend the monthly Neighborhood Improvement Task Force (NITF) meetings, and participate in neighborhood clean-up activities, inter-departmental enforcement activity, or similar, if directed by the NITF.
- Support the City and County legal efforts to bring closure to substandard rental housing conditions on certain properties.

Project Objectives for Fiscal Year 2022

- Present SBMC Title 30 "clean-up" amendments to the Planning Commission by June 30, 2022.
- Working with the Accela Administrator in the Information Technology Department, continue implementation of Accela Civic Platform functionality improvements, including enhanced electronic document review and increased automation of manual activities.
- Provide continued training to staff and applicants on Accela Civic Platform and Accela Citizen Access; update internal procedural documents and external training material as necessary.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	10.58	9.38	9.38	8.53	8.53
Hourly Employee Hours	4,122	2,847	3,390	1,798	2,875
Revenues					
Fees and Service Charges	\$ 433,300	\$ 649,038	\$ 285,803	\$ 485,755	\$ 582,586
Other Revenue	1,910	5,100	190	5,100	5,253
Transfer In	-	22,855	21,712	-	-
General Fund Subsidy	1,114,086	825,996	1,106,450	1,048,508	1,000,218
Total Revenue	\$ 1,549,296	\$ 1,502,989	\$ 1,414,155	\$ 1,539,363	\$ 1,588,057
Expenditures					
Salaries and Benefits	\$ 1,391,747	\$ 1,307,066	\$ 1,244,620	\$ 1,357,705	\$ 1,426,218
Supplies and Services	157,549	187,832	168,189	175,401	155,582
Human Services Grants	-	2,257	-	2,257	2,257
Non-Capital Equipment	-	5,834	1,346	4,000	4,000
Total Expenditures	\$ 1,549,296	\$ 1,502,989	\$ 1,414,155	\$ 1,539,363	\$ 1,588,057

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 80% of initial investigations within 21 days of the highest priority enforcement cases (Levels 1 - 3) being assigned into one of those categories.				
Percent of highest priority enforcement cases that are investigated within 21 days.	62%	80%	55%	80%
Complete 80% of initial enforcement actions within 10 days of the initial site inspection or violation determination if there is no site inspection.				
Percent of initial actions on enforcement cases within 10 days of the initial inspection/determination.	88%	80%	90%	80%
Complete 80% of initial, re-submittal, and revision zoning plan checks within the target timelines.				
Percent of zoning plan checks for building permits completed by the target date	68%	85%	50%	80%

PROGRAMS & SERVICES

Zoning Counter and Plan Review Services (Continued)

Measurable Objectives for Fiscal Year 2022 (Cont'd)

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve 90% on-time completion of Staff Hearing Officer (SHO) review and approval of minutes and resolutions within five working days of SHO meetings.				
Percent of on-time completion (within 5 days) of SHO review and approval of minutes and resolutions	100%	80%	95%	90%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Zoning (including sign) enforcement cases received	368	350	250	350
Initial enforcement action taken (e.g., Notice of Violation sent, violations added to joint enforcement letter, or expedited referral to City Attorney).	174	250	100	200
Zoning enforcement cases closed	468	400	250	300
Zoning plan checks (Initial Review) completed	2,627	1,400	1,400	1,400
Zoning plan checks (Resubmittals) completed		1,500	1,100	1,200
Zoning plan checks (Revisions, including resubmittals) completed	423	500	250	400
People served at the Zoning Counter	8,875	10,000	10,000	10,000
SHO appeals heard by the Planning Commission	0	2	2	2

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➤ **Design Review and Historic
Preservation**

Building Inspection and Code
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Records, Archives and Clerical
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RECENT PROGRAM ACHIEVEMENTS

City Council adoption of Municipal Code amendments related to the Historic Resources Ordinance and Historic Resources Guidelines.

Design Review and Historic Preservation

(Program No. 2134)

Mission Statement

Ensure the design and development of buildings and structures comply with adopted design guidelines and ordinances; and assist the community in preserving and protecting the City's natural beauty, character, heritage, and established architectural traditions.

Program Activities

- Provide staffing support to City Council, Planning Commission, Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), Single Family Design Board (SFDB) and Sign Committee).
- Review, analyze, and approve or make recommendations on design review proposals pertaining to development applications by private and public property owners.
- Prepare and review Architectural Board of Review, Historic Landmarks Commission, Single Family Design Board and Sign Committee agendas, minutes, and noticing.
- Update and prepare guidelines and ordinance amendments, and conduct special studies to maintain quality design standards.
- Administer the City's Historic Preservation Work Program involving the identification and protection of historic resources.
- Review and analyze alterations to historic resources, completion of surveys, and historic resource designations.
- Provide public information and permit services at the public counter.

Project Objectives for Fiscal Year 2022

- Implement elements of the Five-Year (2019-2024) Historic Preservation Work Program, including: a) continue reducing the Potential Historic Resources list by presenting 30 properties at a time to the HLC for possible designation as Structures of Merit; and
- Conduct at least one training for each full design review Board/Commission/Committee.
- Create Staff Report/Memorandum template for Design Review projects.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	10.13	10.23	10.23	10.08	10.08
Hourly Employee Hours	109	502	148	67	67
Revenues					
Fees and Service Charges	\$ 350,979	\$ 691,745	\$ 406,469	\$ 420,531	\$ 468,042
Intergovernmental	-	5,000	-	-	-
General Fund Subsidy	926,695	788,637	922,831	1,141,653	1,153,662
Total Revenue	\$ 1,277,674	\$ 1,485,382	\$ 1,329,300	\$ 1,562,184	\$ 1,621,704
Expenditures					
Salaries and Benefits	\$ 1,103,985	\$ 1,299,725	\$ 1,183,300	\$ 1,375,044	\$ 1,421,649
Supplies and Services	173,118	172,239	144,500	178,863	187,855
Human Services Grants	-	9,418	-	4,577	8,500
Non-Capital Equipment	570	4,000	1,500	3,700	3,700
Total Expenditures	\$ 1,277,674	\$ 1,485,382	\$ 1,329,300	\$ 1,562,184	\$ 1,621,704

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that 90% of Design Review Application Completeness letters are provided to the applicant within 30 days.				
Percent of letters provided to the applicant within 30 days	N/A	90%	85%	90%
Ensure that 90% of Design Review applications are presented to the review body (ABR/HLC/SFDB) within 30 days of being deemed complete.				
Percent of all design review applications presented within 30 days of being deemed complete	N/A	90%	90%	90%

PROGRAMS & SERVICES

Design Review and Historic Preservation

(Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Architectural Board of Review applications received		200	130	150
Historic Landmarks Commission applications received		180	90	120
Single Family Design Board applications received		220	180	200
Sign Committee applications received	145	180	100	150
Architectural Board of Review applications reviewed/decided administratively		25	40	50
Historic Landmarks Commission applications reviewed/decided administratively		45	40	40
Single Family Design Board applications reviewed/decided administratively		50	50	45
Conforming Sign Review items scheduled	161	200	80	100
ABR agenda items scheduled	236	250	160	200
HLC agenda items scheduled	195	250	160	200
SFDB agenda items scheduled	293	350	250	300
Sign Committee agenda items scheduled	79	95	95	100
Public hearing at ABR/HLC/SFDB that require a mailed notice	178	200	130	150
Historic Resource Evaluations completed	134	150	150	150
Design Review appeals heard by the City Council	5	6	2	4

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COMMUNITY DEVELOPMENT PROGRAMS

- Administration
- Successor Agency
- CDBG Administration and Human Services
- Rental Housing Mediation Program
- Housing Development and Preservation
- Long Range Plan and Special Studies
- Development/Environmental Review
- Zoning Counter and Plan Review Services
- Design Review and Historic Preservation
- **Building Inspection and Code Enforcement**
- Records, Archives and Clerical Services
- Building Counter and Plan Review Services



RECENT PROGRAM ACHIEVEMENTS

Implemented remote inspection services and digital plan check to facilitate continued service to the public during the pandemic.

Building Inspection and Code Enforcement

(Program No. 2141)

Mission Statement

Review and inspect construction projects and abate substandard housing conditions and illegal dwelling units to ensure safe housing through compliance with all applicable building codes and city ordinances.

Program Activities

- Provide inspection and code enforcement resources to the public.
- Perform building inspections each year for compliance with approved plans, design review details, and conditions.
- Perform investigations and follow-up inspections in response to citizen and other-agency complaints regarding sub-standard and/or dangerous structures.
- Respond to natural and man-made disasters by providing technical assistance in estimating the safety of damaged structures and real property.
- Confirm compliance with construction site, and the installation of post-construction, site storm water run-off regulations established as part of the City's Storm Water General Permit.
- Confirm proper and timely permit record closure via final inspection approval, permit expiration or permit cancellation by the permit holder.
- Support the City's legal efforts bring closure to substandard rental housing conditions on certain properties.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	9.70	10.70	10.70	11.70	11.70
Hourly Employee Hours	1,285	2,128	800	0	0
Revenues					
Fees and Service Charges	\$ 1,620,335	\$ 1,857,642	\$ 1,658,231	\$ 2,108,113	\$ 2,209,011
Transfer In	-	11,213	11,213	21,567	-
Total Revenue	\$ 1,620,335	\$ 1,868,855	\$ 1,669,444	\$ 2,129,680	\$ 2,209,011
Expenditures					
Salaries and Benefits	\$ 1,366,321	\$ 1,569,402	\$ 1,383,190	\$ 1,841,350	\$ 1,897,057
Supplies and Services	251,207	296,453	286,254	285,830	309,454
Non-Capital Equipment	2,807	3,000	-	2,500	2,500
Total Expenditures	\$ 1,620,335	\$ 1,868,855	\$ 1,669,444	\$ 2,129,680	\$ 2,209,011

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to 90% of inspection requests on the day scheduled for inspections.				
Percent of inspection requests completed on the day scheduled for permitted work	84%	100%	90%	90%
Perform 80% of specialty / commercial plan reviews (electrical, plumbing, mechanical, enforcement) within seven working days.				
Percent of specialty or commercial plan checks completed within 7 working days	77%	90%	90%	80%
Document or complete 90% of High priority code enforcement complaints within 30 days from receipt of complaint.				
Percent of High priority code complaints officially documented within 30 days of the complaint	47%	75%	50%	90%
Document 90% of Moderate priority code enforcement complaints within 60 days from receipt of complaint.				
Percent of Moderate priority code complaints officially documented within 60 days of the complaint	49%	75%	75%	90%
Review scope of work for Code Enforcement cases on or before their due date 75% of the time.				
Percent of Code Enforcement plan checks completed on or before due date	90%	90%	90%	75%
Maintain 100% of the required industry certifications for inspection staff.				
Percent of required certifications held	100%	100%	100%	100%

Building Inspection and Code Enforcement (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Building inspections completed	13,252	13,500	12,500	12,000
Code enforcement cases responded to	273	400	400	400
Erosion control inspections completed	496	600	400	400
Specialty or commercial plan reviews completed	918	800	800	800
Permits resolved under the Expired Permit Program	0	325	0	100

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Successor Agency
CDBG Administration and Human
Services
Rental Housing Mediation Program
Housing Development and
Preservation
Long Range Plan and Special
Studies
Development/Environmental Review
Zoning Counter and Plan Review
Services
Design Review and Historic
Preservation
Building Inspection and Code
Enforcement
➤ **Records, Archives and Clerical
Services**
Building Counter and Plan Review
Services



RECENT PROGRAM ACHIEVEMENTS

Transitioned to 100% digital storage of all incoming documents and plans. In the first seven months of fiscal year 2021, 24,609 plan pages in the archives have been scanned.

Records, Archives and Clerical Services

(Program No. 2142)

Mission Statement

Provide organized solutions for the preservation and accessibility of recorded property development history for the community, staff and global users in adherence with State law and City Council policies.

Program Activities

- Provide cashiering services for all Land Development transactions.
- Coordinate and provide the imaging, storage, archival, review and access of all Community Development property records, while providing access via the Internet, and counter service.
- Process public records requests for Community Development records varying from verbal requests for records to Freedom Of Information Act to written requests and requests to Subpoena records.

Project Objectives for Fiscal Year 2022

- 🌱 Continue to develop the newly integrated process for incorporating digitally born permits and other electronic records directly from their native databases into the OnBase electronic records management database.
- 🌱 Continue to develop and execute a "5-Year, Paper to Digital Records Transition Plan."

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.60	5.60	5.60	5.60	5.60
Hourly Employee Hours	645	807	961	0	0
Revenues					
Fees and Service Charges	\$ 681,525	\$ 782,478	\$ 638,659	\$ 749,159	\$ 784,231
Other Revenue	1,236	1,300	-	6,500	6,500
Total Revenue	\$ 682,761	\$ 783,778	\$ 638,659	\$ 755,659	\$ 790,731
Expenditures					
Salaries and Benefits	\$ 493,891	\$ 566,487	\$ 493,315	\$ 582,275	\$ 606,509
Supplies and Services	159,850	154,041	96,844	118,384	130,722
Human Services Grants	24,271	50,000	45,000	50,000	50,000
Non-Capital Equipment	4,749	13,250	3,500	5,000	3,500
Total Expenditures	\$ 682,761	\$ 783,778	\$ 638,659	\$ 755,659	\$ 790,731

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to 95% of commercial plan viewing requests within 15 business days of receipt.				
Respond to 95% of commercial plan viewing requests within 15 business days of receipt.	93%	90%	100%	95%
Respond to 95% of residential plan viewing requests within 15 business days of request.				
Respond to 95% of residential plan viewing requests within 15 business days of request.	92%	90%	100%	95%
Ensure that 95% of all Community Development property record documents are processed and available electronically to the public online within 10 business days of receipt by Records, Archives and Clerical Services.				
Ensure that 95% of all Community Development property record documents are processed and available electronically online to the public within 10 business days of receipt by Records, Archives and Clerical Services.	100%	95%	100%	95%
Ensure that 100% of all Land Development team cash receipts are balanced on a daily basis.				
Percent of Land Development cash receipts are balanced on a daily basis	100%	100%	100%	100%

PROGRAMS & SERVICES

Records, Archives and Clerical Services (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Commercial plan viewings - All Staff and Public	523	675	500	550
Residential plan viewings - All Staff and Public	1,360	1,900	920	975
Documents scanned and imported, indexed and filed into the records management database.	88,690	125,000	52,250	55,000
Register transactions	7,430	8,600	7,600	7,800
Staff hours on Public Records Request services	73	85	100	100

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COMMUNITY DEVELOPMENT PROGRAMS

Administration
Successor Agency
CDBG Administration and Human
Services
Rental Housing Mediation Program
Housing Development and
Preservation
Long Range Plan and Special
Studies
Development/Environmental Review
Zoning Counter and Plan Review
Services
Design Review and Historic
Preservation
Building Inspection and Code
Enforcement
Records, Archives and Clerical
Services

➤ **Building Counter and Plan
Review Services**



RECENT PROGRAM ACHIEVEMENTS

Implemented On-Demand permits for touchless permit issuance of simple permits. Options for On-Demand permits were expanded from 1 permit type to 5 permit types.

Building Counter and Plan Review Services

(Program No. 2143)

Mission Statement

Provide project review, permit issuance, and customer service for property owners, the development community, and internal customers to ensure a safely-built environment in accordance with state and local laws.

Program Activities

- Review engineering and architectural plans for compliance with state laws and ordinances including the California Building Code, State Title 24 Energy and Disabled Access Regulations, and Health and Safety Codes.
- Issue over-the-counter building permits each year for minor projects.
- Prepare and issue building permits
- Prepare and maintain reference materials for public and staff use in both hard copy and electronic formats.
- Help manage and maintain the permitting process.
- Provide building code expertise, interpretation, and guidance for the architectural and engineering communities, as well as the general public and City staff for all types of building code related issues.
- Provide Floodplain Management expertise, interpretation, and guidance for the architectural and engineering communities, as well as the general public and City staff for National Flood Insurance Program related issues.

Project Objectives for Fiscal Year 2022

- Participate in the continued development and maintenance of On-Demand permits with same day permit issuance.
- Improve customer services by having all Building Inspector Aide staff review & approve minor plan checking, such as window replacement, bathroom and kitchen remodels.
- Ensure that the expedited review of City priority projects such as ACCELERATE, economic priority projects, public safety projects, etc. are completed within the promised due dates.
- Improve the timelines of our services by providing focused plan review to keep number of plan review rounds to three or less on small to large projects as defined in LDT E-Plan Check Matrix

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	11.25	11.25	11.25	11.25	11.25
Hourly Employee Hours	139	0	0	0	0
Revenues					
Fees and Service Charges	\$ 1,556,067	\$ 2,031,968	\$ 1,163,296	\$ 1,340,852	\$ 1,645,758
Intergovernmental	50,681	50,000	50,000	50,000	50,000
Other Revenue	70,101	133,123	93,721	45,700	66,008
Transfer In	-	23,766	23,766	-	-
General Fund Subsidy	172,744	156,862	822,673	739,332	556,288
Total Revenue	\$ 1,849,593	\$ 2,395,719	\$ 2,153,456	\$ 2,175,884	\$ 2,318,054
Expenditures					
Salaries and Benefits	\$ 1,487,572	\$ 1,610,317	\$ 1,474,261	\$ 1,730,543	\$ 1,782,775
Supplies and Services	357,279	684,142	609,195	444,081	534,019
Transfers Out	-	100,000	70,000	-	-
Non-Capital Equipment	4,742	1,260	-	1,260	1,260
Total Expenditures	\$ 1,849,593	\$ 2,395,719	\$ 2,153,456	\$ 2,175,884	\$ 2,318,054

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 80% of building initial reviews, revisions and resubmittal reviews within the promised due date.				
Percent of building permit initial and resubmittals reviews completed within the promised timelines	88%	80%	80%	80%
Process 100% of faxed and e-permit requests within 72 hours.				
Percent of faxed and e-permit requests processed within 72 hours	100%	100%	100%	100%
Notify property owners of permit application expiration within 30 days of expiration date.				
Percent of owners notified at least 30 days prior to application or permit expiration	0%	0%	0%	20%
Approve 60% of building permits in 3 review cycles or less.				
Percent of plan reviews approved in 3 review cycles or less.	N/A	N/A	N/A	60%

PROGRAMS & SERVICES

Building Counter and Plan Review Services (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Permits issued	2,438	2,750	2,500	2,700
Staff hours devoted to PRT and DART reviews	135	350	200	400
Plan reviews and re-submittals completed	3,046	3,500	2,500	3,000
Over-the-Counter permits issued	1,206	1,600	250	1,000
New permit applications	3,395	3,200	3,200	3,200
Count of customers served at the permit counter	7492	15000	0	3500



DEPARTMENT SUMMARY

Finance

Provide financial guidance to City Council and departments and manage the City's financial operations.

About Finance

The Finance Department is responsible for providing financial expertise and guidance to the City Council and departments, managing the City's daily financial operations, and maintaining the financial integrity of the City. The department's major functional areas include accounting, revenue management, budget, payroll, purchasing, risk management and investment management. The department also administers one internal service fund: the Self-Insurance Fund manages the City's insurance portfolio and self-insured workers' compensation program.



Fiscal Year 2022 Budget Highlights

In collaboration with Information Technology, Human Resources and Department staff, Finance staff implemented a new time & attendance system in Fiscal Year 2021. The new system eliminated paper time sheets and completely automated the timesheet preparation and approval process.

Finance staff will automate and streamline various payroll, procurement and payment processes in Fiscal Year 2022 given ongoing changes due to COVID response. Staff will also implement a financial and purchasing system and utility billing system upgrade in Fiscal Year 2022.



DEPARTMENT SUMMARY

Finance

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	39.29	39.50	39.50	39.50	39.50
Hourly Employee Hours	2,089	0	542	0	0
Revenues					
Fees and Service Charges	76,424	108,739	73,371	108,739	108,739
Insurance Premiums	3,513,866	3,448,019	3,447,992	4,093,050	4,786,653
Interest Income	255,706	146,000	146,000	53,545	52,840
Inter-fund Reimbursement	75,825	75,825	75,825	75,825	75,825
Intergovernmental	4,270	-	-	-	-
Licenses	9,549	13,800	3,352	13,800	13,800
OSH Premiums	275,000	275,896	275,896	290,230	292,974
Other Revenue	315,176	385,300	259,817	405,392	405,392
Unemployment Ins. Premiums	217,603	227,559	113,780	277,529	427,559
Workers Comp. Premiums	4,100,535	4,132,712	4,132,712	4,164,100	4,370,056
Overhead Allocation Recovery	3,717,935	3,862,396	3,862,396	3,740,906	3,849,017
General Fund Subsidy	2,399,124	2,500,540	2,287,545	2,099,573	2,199,403
Total Department Revenue	\$14,961,012	\$15,176,786	\$ 14,678,686	\$ 15,322,688	\$ 16,582,259
Expenditures					
Salaries and Benefits	\$ 5,083,976	\$ 5,103,863	\$ 5,048,874	\$ 5,629,840	\$ 5,770,294
Supplies and Services	10,593,328	9,091,341	11,096,043	10,730,732	11,976,410
Special Projects	47,253	57,551	41,187	17,000	39,000
Capital Equipment	65,775	-	-	-	-
Departmental Reductions	-	-	-	(60,000)	-
Non-Capital Equipment	1,983	5,000	463	500	500
Tax Expense	6,879	7,500	7,059	7,500	7,500
Total Department Expenditures	\$15,799,194	\$14,265,255	\$ 16,193,626	\$ 16,326,390	\$ 17,794,113
Addition to (Use of) Reserves	\$ (838,182)	\$ 911,531	\$ (1,514,940)	\$ (1,003,702)	\$ (1,211,854)

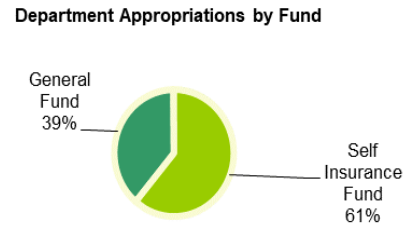
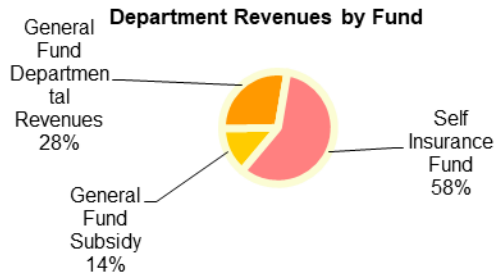
The Finance Department is budgeted in the General Fund and Self-Insurance Trust Fund.



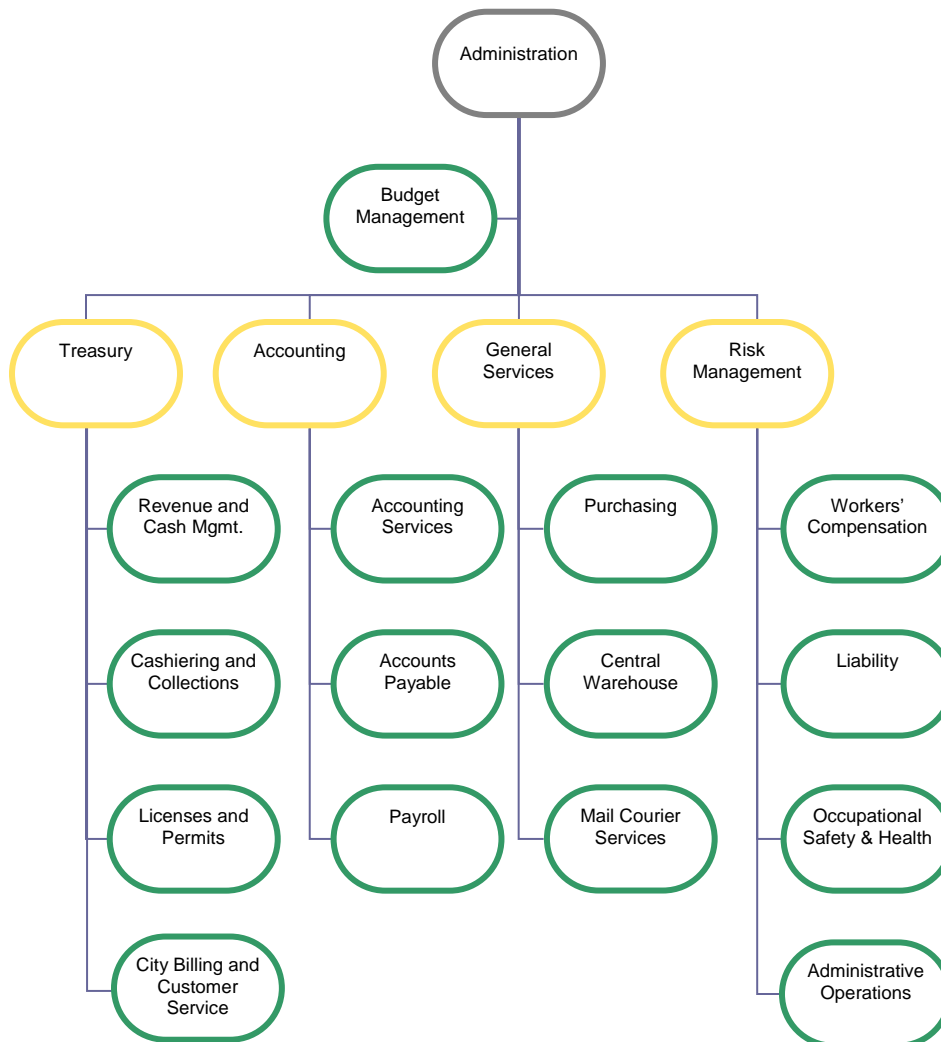
DEPARTMENT SUMMARY

Finance

Department Fund Composition



Program Organizational Chart



FINANCE PROGRAMS

> Administration

Budget Management
Revenue and Cash Management
Cashiering and Collections
Licenses and Permits
City Billing and Customer Service
Accounting Services
Payroll
Accounts Payable
Purchasing
Central Warehouse
Mail Courier Services
Risk Management - Administrative
Operations
Workers Compensation
Liability
Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Filed the Measure C
Annual Accountability
Report for Fiscal Year
2020.

Administration

(Program No. 1411)

Mission Statement

Provide management and administrative support to Finance programs and provide the City Council and departments with responsive financial expertise and analysis to ensure that the City's financial interests are protected and enhanced.

Program Activities

- Manage the operations of the department.
- Ensure management and the City Council are informed of all matters materially affecting the financial health of the City.
- Assist with policy formulation and implementation of Council direction.
- Provide staff support to the City Council Finance Committee.
- Provide financial and budgetary support and guidance to all City departments.
- Provide oversight of the City's investment portfolio.
- Manage the City's long-term debt, including new-money and refunding debt.
- Provide support to the Citizen's Oversight Committee.
- Implement pension liability strategy.

Project Objectives for Fiscal Year 2022

- Submit Annual Accountability Measure C Report, reporting the use of Measure C tax revenues, to the Citizen's Oversight Committee pursuant to the City's adopted Measure C ordinance.
- Serve as a Steering Committee member for the Website Application Replacement Project (WARP).
- Ensure General Fund and other reserves are met as defined by the City's reserve policies
- Provide sponsorship on the Munis upgrade project for the City's financial management system.
- Maintain a credit rating of "very high" or "highest" for the City.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.22	1.28	1.28	1.28	1.28
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 53,787	\$ 35,000	\$ 45,000	\$ 45,000	\$ 45,000
Overhead Allocation Recovery	177,845	184,686	184,686	221,573	227,976
General Fund Subsidy	86,762	108,183	62,618	60,157	24,863
Total Revenue	\$ 318,394	\$ 327,869	\$ 292,304	\$ 326,730	\$ 297,839
Expenditures					
Salaries and Benefits	\$ 134,317	\$ 177,328	\$ 178,195	\$ 217,653	\$ 224,732
Supplies and Services	130,834	107,090	89,750	146,077	50,107
Special Projects	44,447	30,951	17,000	15,000	15,000
Departmental Reductions	-	-	-	(60,000)	-
Non-Capital Equipment	1,918	5,000	300	500	500
Tax Expense	6,879	7,500	7,059	7,500	7,500
Total Expenditures	\$ 318,395	\$ 327,869	\$ 292,304	\$ 326,730	\$ 297,839

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that Finance Programs meet 80% of their program objectives.				
Percent of Finance program objectives met	92%	80%	80%	80%

FINANCE PROGRAMS

Administration - Finance
➤ **Budget Management**
Revenue and Cash Management
Cashiering and Collections
Licenses and Permits
City Billing and Customer Service
Accounting Services
Payroll
Accounts Payable
Purchasing
Central Warehouse
Mail Courier Services
Risk Management - Administrative
Operations
Workers Compensation
Liability
Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Filed an appendix to the Adopted Fiscal Year 2021 Budget addressing the revenue impacts of COVID-19

Budget Management (Program No. 1412)

Mission Statement

Manage the development and implementation of the City's two year financial plan and annual budget to support effective decision-making and public communication.

Program Activities

- Manage the City's annual budget process, including training and support to departments, analysis of department budget requests, and public presentation of the recommended budget.
- Provide expertise to City Council and departments on economic and financial conditions and policy issues affecting the budget.
- Provide ongoing budgetary guidance and support to all City departments in administering the annual budget.
- Prepare and publish the City's Two-Year Financial Plan and Annual Budget.
- Ensure financial transparency to the public regarding the City's Budget.

Project Objectives for Fiscal Year 2022

- Produce and distribute the Annual Budget for Fiscal Year 2022 within 90 days of budget adoption.
- Submit the Fiscal Year 2023 Recommended Mid-Cycle Budget to the City Council and City Clerk before May 1, 2022 in accordance with the Council-established budget filing deadline.
- Submit the Adopted Two-Year Financial Plan for Fiscal Years 2022 and 2023 to the Government Fiscal Officers Association for distinguished budget presentation.
- Conduct a budget debrief session after the Adopted Two-Year Financial Plan for Fiscal Years 2022 and 2023 with staff to look for ways the budget process can be improved.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.39	2.41	2.41	2.41	2.41
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 238,994	\$ 248,188	\$ 248,188	\$ 258,168	\$ 265,629
General Fund Subsidy	237,740	260,652	249,850	287,840	314,132
Total Revenue	\$ 476,734	\$ 508,840	\$ 498,038	\$ 546,008	\$ 579,761
Expenditures					
Salaries and Benefits	\$ 401,325	\$ 405,464	\$ 394,832	\$ 460,303	\$ 468,065
Supplies and Services	75,345	81,376	82,206	85,705	89,696
Special Projects	-	22,000	21,000	-	22,000
Non-Capital Equipment	65	-	-	-	-
Total Expenditures	\$ 476,735	\$ 508,840	\$ 498,038	\$ 546,008	\$ 579,761

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 90% of all budget journal entries to record budget amendments within 4 working days of approval.				
Percent of budget journal entries completed within 4 working days	96%	90%	98%	90%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Budget adjustments	230	210	212	210
Number of unique views on Financial Transparency Tool on City Website	N/A	N/A	N/A	475

FINANCE PROGRAMS

Administration
Budget Management
➤ Revenue and Cash
Management
Cashiering and Collections
Licenses and Permits
City Billing and Customer Service
Accounting Services
Payroll
Accounts Payable
Purchasing
Central Warehouse
Mail Courier Services
Risk Management - Administrative
Operations
Workers Compensation
Liability
Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Successfully managed
cash flows throughout
the COVID pandemic

Revenue and Cash Management (Program No. 1421)

Mission Statement

Invest public funds in a manner that will provide maximum security, adequate liquidity and sufficient yield, while conforming to relevant statutes and regulations, and ensure all revenues are received timely and recorded properly.

Program Activities

- Manage investment portfolio of approximately \$200 million in accordance with the City's investment policy and state law.
- Submit monthly investment reports to Finance Committee and City Council.
- Manage the City's banking relationships.
- Ensure timely reconciliation of all cash transactions.
- Assist departments in establishing appropriate controls and procedures for the receipt of cash and for petty cash disbursements.
- Provide ongoing analysis of City revenues.
- Forecast and manage cash to ensure adequate liquidity for expenditure requirements.
- Conduct a monthly analysis of all City and Banking revenues.

Project Objectives for Fiscal Year 2022

- Provide a comprehensive analysis of General Fund revenues to the Finance Committee on a quarterly basis.
- Submit an annual Statement of Investment Policy for Fiscal Year 2022 to Council by December 31, 2021.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.48	2.51	2.51	2.51	2.51
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	(43)	-	-	-	-
Overhead Allocation Recovery	\$ 386,069	\$ 400,920	\$ 400,920	\$ 402,348	\$ 413,975
General Fund Subsidy	78,592	106,603	111,755	136,021	139,027
Total Revenue	\$ 464,618	\$ 507,523	\$ 512,675	\$ 538,369	\$ 553,002
Expenditures					
Salaries and Benefits	\$ 352,071	\$ 368,045	\$ 371,134	\$ 400,140	\$ 410,407
Supplies and Services	112,547	139,478	141,378	138,229	142,595
Non-Capital Equipment	-	-	163	-	-
Total Expenditures	\$ 464,618	\$ 507,523	\$ 512,675	\$ 538,369	\$ 553,002

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Percentage variance comparing total General Fund tax revenue from adopted budget with total actual General Fund tax revenues at year-end.				
Percentage variance between adopted budget and year-end revenues.	N/A	N/A	N/A	5%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Average portfolio balance	\$200.0 M	\$190.0 M	\$216.0 M	\$200.0 M
Variance between the City portfolio and LAIF book rates of return	-0.02%	1.00%	50.00%	1.00%
Average days to maturity of the portfolio	525	700	600	700
Maintain annual credit rating of AAA for portfolio holdings 100% of the time	100%	100%	100%	100%

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Cashiering and Collections (Program No. 1422)

Mission Statement

Centrally process monies, ensuring funds are received when due, properly accounted for and safeguarded, and provide prompt, courteous customer service.

Program Activities

- Operate a City Hall cashiering function.
- Process payments received from the public and City departments and process bank wires and transfers.
- Prepare daily deposits and related accounting documents.
- Verify data from the utility billing mail in payment lock-box operation.
- Record and reconcile major sources of revenue.
- Audit petty cash claims and assist departments in petty cash procedures.



RECENT PROGRAM ACHIEVEMENTS

Effectively offered alternative methods of payment, including Interactive Voice Response (IVR) options for payment of utility bills via telephone in response to COVID-19.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.85	4.85	4.85	4.85	4.85
Hourly Employee Hours	1,166	0	0	0	0
Revenues					
Other Revenue	(53)	-	-	-	-
Overhead Allocation Recovery	\$ 494,504	\$ 513,526	\$ 513,526	\$ 499,225	\$ 513,652
General Fund Subsidy	81,569	39,205	10,510	117,604	128,048
Total Revenue	\$ 576,020	\$ 552,731	\$ 524,036	\$ 616,829	\$ 641,700
Expenditures					
Salaries and Benefits	\$ 500,807	\$ 466,777	\$ 443,382	\$ 529,492	\$ 548,596
Supplies and Services	75,213	85,954	80,654	87,337	93,104
Total Expenditures	\$ 576,019	\$ 552,731	\$ 524,036	\$ 616,829	\$ 641,700

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain high standard of accuracy with cash transactions, with annual variance of no more than \$200 (the average number of cash transactions annually is 11,000).				
Cash Over/Short	1	200	0	200
Accurately prepare deposit summary and daily bank deposit with less than 10 correcting entries needed.				
Correcting entries needed	9	6	3	6

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Payments processed at public counter	26,258	33,000	8,000	26,000
Utility billing mail in payments processed (bank lockbox)	90,607	95,000	86,000	88,000
Transient Occupancy Tax (TOT) payments recorded and reconciled	1,306	1,400	1,000	1,200
Utility Users Tax (UUT) payments recorded and reconciled	2,931	3,000	2,800	2,800

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RECENT PROGRAM ACHIEVEMENTS

Effectively worked with the business community to offer relief in delinquent charges in response to COVID-19

Licenses and Permits

(Program No. 1423)

Mission Statement

Administer the collection and audit of business taxes, permits, and assessments to ensure compliance with the Santa Barbara Municipal Code (SBMC).

Program Activities

- Manage the Business Tax and Permit Program.
- Administer the monthly collections of Transient Occupancy Tax.
- Administer the billing and collections for the city's four assessment districts: Parking and Business Improvement Area (PBIA), Old Town Business Improvement District, Downtown Business Improvement District, & the new Tourism Business Improvement District.
- Process delinquency notices and initiate collection efforts for past due accounts.
- Process and issue over 13,000 City licenses and permits.
- Review outside sources and publications to identify unlicensed businesses.
- Ensure that newly-licensed businesses are billed appropriately for the district assessments.

Project Objectives for Fiscal Year 2022

- Send quarterly Parking Business Improvement Area (PBIA) billings to downtown businesses within the 75-minute free parking district.
- Send annual Downtown and Old Town Business Improvement District billings by February 28, 2022.
- Perform an annual audit of all businesses within the 3 downtown assessment districts by street address to ensure that all current businesses are billed as required.
- Send annual business license renewal notices no later than 30 days before current license expiration.
- On a quarterly basis, send delinquency letters for unpaid PBIA assessments.
- Collect Tourism Business Improvement District (TBID) fees from hotels in the city of Santa Barbara and remit to Visit Santa Barbara on a monthly basis.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	3.80	3.80	3.80	3.80	3.80
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 76,424	\$ 108,739	\$ 73,371	\$ 108,739	\$ 108,739
Intergovernmental	4,270	-	-	-	-
Licenses	9,549	13,800	3,352	13,800	13,800
Other Revenue	368	300	301	300	300
Overhead Allocation Recovery	139,146	144,499	144,499	140,042	144,089
General Fund Subsidy	219,898	221,440	211,598	295,431	308,150
Total Revenue	\$ 449,655	\$ 488,778	\$ 433,121	\$ 558,312	\$ 575,078
Expenditures					
Salaries and Benefits	\$ 376,781	\$ 409,530	\$ 359,597	\$ 483,990	\$ 498,515
Supplies and Services	72,874	79,248	73,524	74,322	76,563
Total Expenditures	\$ 449,655	\$ 488,778	\$ 433,121	\$ 558,312	\$ 575,078

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Locate 400 unlicensed businesses using periodicals and MuniServices sources.				
New businesses located from reference sources	460	400	400	400

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
New business licenses issued	1,861	1,900	1,900	1,500
Business license renewals remitted	13,100	12,500	12,000	11,500
Business license delinquency notices	3,030	4,200	0	4,200
Percent of business licenses paid by due date	74%	75%		70%
Assessment district billings	4,057	4,700	3,600	4,500
Assessment district delinquency notices	425	1,300		1,250
Percent of PBIA assessments paid by due date	52.8%			70.0%
Percent of accounts sent to collections	3%			3%

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RECENT PROGRAM ACHIEVEMENTS

Effectively offered alternative methods of payment, including Interactive Voice Response (IVR) options for payment of utility bills via telephone in response to COVID-19

City Billing and Customer Service

(Program No. 1424)

Mission Statement

To accurately bill customers on behalf of City departments, ensure the timely collection of related revenues, and to respond to customer inquiries in a courteous and professional manner.

Program Activities

- Prepare and mail or email approximately 340,000 consolidated utility bills annually for water, wastewater, and refuse collection services.
- Prepare and mail approximately 15,000 additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.
- Provide customer service by handling approximately 25,000 customer inquiries annually via telephone and walk-in counter support.
- Manage and provides support to online customer billing records and customer payment options with the City's online payment vendor.
- Process approximately 18,500 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Project Objectives for Fiscal Year 2022

- Evaluate alternative methods for calculating late fees charged to delinquent utility accounts.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.20	4.20	4.20	4.20	4.20
Hourly Employee Hours	0	0	542	0	0
Revenues					
Other Revenue	\$ 219,256	\$ 350,000	\$ -	\$ 350,000	\$ 350,000
Overhead Allocation Recovery	667,308	694,421	694,421	616,241	634,050
Total Revenue	\$ 886,565	\$ 1,044,421	\$ 694,421	\$ 966,241	\$ 984,050
Expenditures					
Salaries and Benefits	\$ 419,440	\$ 371,706	\$ 421,062	\$ 469,521	\$ 484,133
Supplies and Services	251,631	302,589	297,546	303,906	308,938
Total Expenditures	\$ 671,071	\$ 674,295	\$ 718,608	\$ 773,427	\$ 793,071

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Notify 99% of Extraordinary Water Use applicants of credit determination within 15 days of receipt of application.				
Percent of Extraordinary Water Use applicants notified within 15 days of credit determination	100%	99%	100%	100%
Enter 99% of Utility User Tax (UUT) exemption applications within 10 days of receipt.				
Percent of UUT exemption applications entered within 10 days	100%	99%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Utility Bills issued annually	358,515	35,600	360,000	360,000
Service orders prepared annually	17,862	20,000	14,400	18,500
Customers on automatic pay	13,271	13,000	14,300	15,000
Customers opting for paperless billing	10,761	10,500	11,500	12,000
Leak Adjustment applications processed		900	900	900

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RECENT PROGRAM ACHIEVEMENTS

The City received the prestigious Government Finance Officers Association (GFOA) award for the 2019 Comprehensive Annual Financial Report (CAFR).

Accounting Services (Program No. 1431)

Mission Statement

Maintain and ensure integrity of the City's financial records and audits and report financial information to Council, the public, and to State and Federal regulatory agencies in an accurate and timely manner.

Program Activities

- Establish and maintain an accounting system of funds, accounts, and internal controls in accordance with Governmental Accounting Standards Board standards and Generally Accepted Accounting Principles.
- Prepare year-end closing entries, balance and reconcile all funds and accounts, coordinate and communicate with the City's independent auditors, and prepare the Comprehensive Annual Financial Report for the City.
- Prepare and submit fiscal reports, including compliance audits of grant funds and various State Controller's Reports to State and Federal agencies, in an accurate and timely manner.
- Provide financial analysis and fiscal information to department users, management, and the City Council as needed.
- Complete and file mandatory annual disclosure reports for all debt issues prior to fiscal year end.
- Publish the City Comprehensive Annual Financial Report (CAFR) on the City's website within 5 days of presentation to City Council.

Project Objectives for Fiscal Year 2022

- Successfully upgrade to the 2019 Munis version by September 30, 2021.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.73	4.76	4.76	4.76	4.76
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 112	\$ -	\$ 92	\$ 92	\$ 92
Overhead Allocation Recovery	531,511	551,956	551,956	461,245	474,575
General Fund Subsidy	406,954	454,310	412,430	540,004	594,994
Total Revenue	\$ 938,577	\$ 1,006,266	\$ 964,478	\$ 1,001,341	\$ 1,069,661
Expenditures					
Salaries and Benefits	\$ 739,570	\$ 751,483	\$ 745,869	\$ 788,695	\$ 808,602
Supplies and Services	199,006	254,784	218,609	212,646	261,059
Total Expenditures	\$ 938,577	\$ 1,006,267	\$ 964,478	\$ 1,001,341	\$ 1,069,661

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Produce the annual Comprehensive Annual Financial Report (CAFR) for the City within 170 days of fiscal year-end.				
Days after June 30 to issue City CAFR	159	170	162	170
Receive a clean audit report from the external auditors with no significant deficiencies or material weaknesses				
Unmodified "Clean" audit opinion	1	1	1	1
Receive the Government Finance Officers Association (GFOA) award for achievement in financial reporting for the City's CAFR.				
Award for financial reporting	0	1	1	1
Complete 100% of monthly bank reconciliations within 45 days of receiving bank statements.				
Percent of bank reconciliations completed within 45 days	100%	100%	100%	100%
Complete 100% of general ledger closings within 7 working days of month-end (excluding June).				
Percent of general ledger closings completed within 7 working days of month-end	100%	100%	100%	100%
Receive a clean Single Audit report of all Federal Grants, from the external auditors with no significant deficiencies or material weaknesses				
Clean Single Audit report received	N/A	1	1	1

PROGRAMS & SERVICES

Accounting Services (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Audit adjustments required by independent auditor	2	2	0	2

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RECENT PROGRAM ACHIEVEMENTS

The City implemented electronic time and attendance software in FY20.

Payroll (Program No. 1432)

Mission Statement

Pay City employees and benefit providers accurately and timely and ensure compliance with Federal and State laws and regulations.

Program Activities

- Perform audit and data entry of timesheets.
- Make tax payments and file quarterly tax reports.
- Reconcile payroll deductions and benefits payable to the general ledger.
- Reconcile billing statements with receivables and payroll withholdings by person for current and former employees and retirees.
- Pay benefit providers.
- Process payments to the Public Employees Retirement System (PERS) and reconcile to reports and payroll withholdings.
- Maintain the payroll system to reflect annual changes in tax tables, employee contracts, dues, or other items for paycheck accuracy.
- Perform electronic fund transfers for direct deposits, PERS, deferred compensation, and taxes.
- Provide customer service to all City employees, departments and benefit providers.
- Implement technological enhancements to improve payroll processing efficiency.
- Prepare W-2 forms for distribution by January 26 of each year.
- Prepare and electronically submit the Local Government Compensation Report for the prior calendar year to the State Controller's Office by April 30.

Project Objectives for Fiscal Year 2022

- Support a successful citywide implementation of Kronos time and attendance system.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.75	2.75	2.75	2.75	2.75
Hourly Employee Hours	839	0	0	0	0
Revenues					
Other Revenue	\$ 8,890	\$ -	\$ 13,882	\$ 10,000	\$ 10,000
Overhead Allocation Recovery	167,443	173,884	173,884	175,918	181,002
General Fund Subsidy	245,325	248,527	226,482	273,750	290,398
Total Revenue	\$ 421,658	\$ 422,411	\$ 414,248	\$ 459,668	\$ 481,400
Expenditures					
Salaries and Benefits	\$ 348,311	\$ 342,880	\$ 343,692	\$ 381,882	\$ 399,061
Supplies and Services	73,347	79,531	70,556	77,786	82,339
Total Expenditures	\$ 421,659	\$ 422,411	\$ 414,248	\$ 459,668	\$ 481,400

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Reconcile 100% of monthly insurance billings within 30 days of receipt from benefits administrator.				
Percent of insurance billings reconciled within 30 days	100.0%	100.0%	100.0%	100.0%
Process all biweekly payrolls on time.				
Number of paydays in which direct deposit bank files are submitted electronically and checks are printed and distributed on time	26	26	26	26
Perform reconciliations of all balance sheets for all major payroll and benefits accounts.				
Percentage of balance sheets reconciled.	100%	100%	100%	100%
Percentage of employees receiving direct deposit for their regular pay.				
Percentage of employees receiving direct deposit for their regular pay.	N/A	92%	92%	95%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
W-2s issued annually	2,013	2,030	2,000	2,000
Manual checks issued annually	234	120	100	100
Number of Pay Periods with Retro Calculations		15	20	15

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RECENT PROGRAM ACHIEVEMENTS

In Fiscal Year 2020,
over 99% of invoices
were paid within 30
days of invoice date.

Accounts Payable

(Program No. 1433)

Mission Statement

Process and issue payments to City vendors to ensure timely and accurate payment for materials, supplies, and services received.

Program Activities

- Perform audit and data entry of claims submitted for payment.
- Complete State sales tax payments and file quarterly reports.
- Perform monthly independent contractor reporting.
- Review claims for accounts payable and purchasing policy compliance.
- Maintain files for all City payments to vendors.
- Review and adjust claims for vendor discounts when available.
- Provide customer service to departments and vendors.
- Reconcile and send 'Positive Pay' check disbursement reports to the bank.
- Prepare 1099 forms for distribution by January 26 of each year.

Project Objectives for Fiscal Year 2022

- Investigate and implement online Credit Card statement reconciliation and coding for all City Credit Card purchases.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.65	1.65	1.65	1.65	1.65
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 159,175	\$ 165,298	\$ 165,298	\$ 169,615	\$ 174,517
General Fund Subsidy	\$ 76,147	\$ 85,045	\$ 79,114	\$ 90,432	\$ 94,432
Total Revenue	\$ 235,322	\$ 250,343	\$ 244,412	\$ 260,047	\$ 268,949
Expenditures					
Salaries and Benefits	\$ 190,392	\$ 197,158	\$ 196,783	\$ 213,413	\$ 219,625
Supplies and Services	44,930	53,185	47,629	46,634	49,324
Total Expenditures	\$ 235,322	\$ 250,343	\$ 244,412	\$ 260,047	\$ 268,949

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Review and approve vendor invoices and process payment within 7 days on average.				
Average number of days to approve and issue payment within 7 days after receipt of invoice	6.4	7.0	7.0	7.0
Issue 95% of vendor payments within 30 days				
Percent of payments issued within 30 days after entry into Munis	99.530%	99.500%	99.500%	99.500%
Percentage of Active City Vendors who participate in Electronic Funds transfer as their form of payment.				
Percentage of Active City Vendors who participate in Electronic Funds transfer.	N/A	0%	0%	10%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Invoices processed	32,044	34,000	30,000	30,000
Number of Credit Card Statements reconciled and processed		1150	1150	1150
Number of Checks Printed for Vendor Payments	N/A	13,500	13,500	10,000

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RECENT PROGRAM ACHIEVEMENTS

Assisted with the implementation of e-signatures to shorten contract signature time and to reduce mailing costs.

Purchasing (Program No. 1441)

Mission Statement

Maintain public trust and fiscal responsibility by competitively obtaining quality goods and general services that meet or exceed department specifications, by encouraging open and fair competition among suppliers, and providing value added services to support the City's mission.

Program Activities

- Prepare Formal Bids, Informal Bids and Proposal packages and track cost savings.
- Advertise and solicit for competitive bids for goods, materials, and general services that meet the City's needs.
- Leverage the City's purchasing power and resources by utilizing cooperative purchasing contracts when the goods and materials meet department specifications and needs.
- Educate City staff and potential bidders on the City's procurement processes.
- Assist departments and divisions with developing procurement strategies for achieving their goals
- Assist departments with the preparation and distribution of RFP's

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.54	4.56	4.56	4.56	4.56
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 565,678	\$ 587,438	\$ 587,438	\$ 591,881	\$ 608,987
General Fund Subsidy	232,489	260,481	241,989	279,856	286,055
Total Revenue	\$ 798,167	\$ 847,919	\$ 829,427	\$ 871,737	\$ 895,042
Expenditures					
Salaries and Benefits	\$ 622,101	\$ 655,348	\$ 646,471	\$ 680,482	\$ 689,947
Supplies and Services	174,066	187,971	180,956	189,255	203,095
Special Projects	2,000	4,600	2,000	2,000	2,000
Total Expenditures	\$ 798,167	\$ 847,919	\$ 829,427	\$ 871,737	\$ 895,042

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Issue Market Price and Non-Competitive Purchase Orders within two (2) calendar days from receipt of complete requisitions.				
Average number of days to process informal requisitions into purchase orders	0.5	2.0	1.0	2.0
Issue both Formal and Informal Purchase Orders within fifty (50) calendar days from receipt of complete requisition.				
Average number of days to process formal requisitions into purchase orders	47.0	50.0	40.0	50.0
Complete an annual internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher.				
Overall customer satisfaction rating	97%	90%	90%	90%
Conduct at least six (6) classes to train City staff on City's purchasing policies and procedures, on the professional service agreement process, credit card policy or on managing Living Wage agreements.				
Training classes conducted	16	6	8	10
Conduct semi-annual compliance audits of at least ten (10) percent of Blanket Purchase Orders (BPOs).				
Audits of BPOs conducted	18%	20%	25%	20%

PROGRAMS & SERVICES

Purchasing (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Purchase Orders (all categories) issued including change orders	2,328	2,300	2,000	2,300
Purchase Orders (PO) issued over market price	645	1,000	800	700
Blanket Purchase Orders (BPO) issued	488	500	500	500
Contracts Processed	245	250	200	100
Change Orders (CO) issued to Purchase Orders and Contracts	678	600	600	600
Request for Proposals/Qualifications (RFPs/RFQs)	47	44	44	40
Formal & Informal Bids Issued	92	90	60	60
Percent of sole source (SS) purchase orders issued	3.2%	5.0%	5.0%	5.0%
Percent of after-the-fact purchase orders (internal)	2%	2%	1%	1%

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RECENT PROGRAM ACHIEVEMENTS

Evaluated and
reduced slow moving
items.

Central Warehouse

(Program No. 1442)

Mission Statement

Competitively purchase inventory and issue goods that meet or exceed our customers' specifications, partner with our customers to identify new or better products, provide services that exceed our customers' expectations, and dispose of City surplus in accordance with the Municipal Code.

Program Activities

- Issue inventory items to City Departments.
- Maintain inventory accuracy through monthly cycle counts.
- Reorder stock as necessary.
- Package similar stock items together for bidding purposes and track annual cost savings.
- Dispose of surplus City property and track auction proceeds.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.40	1.35	1.35	1.35	1.35
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 153,699	\$ 159,611	\$ 159,611	\$ 157,864	\$ 162,427
General Fund Subsidy	57,315	46,088	50,372	75,257	79,727
Total Revenue	\$ 211,014	\$ 205,699	\$ 209,983	\$ 233,121	\$ 242,154
Expenditures					
Salaries and Benefits	\$ 140,841	\$ 135,126	\$ 138,745	\$ 142,830	\$ 145,263
Supplies and Services	70,172	70,573	70,051	90,291	96,891
Special Projects	(0)	-	1,187	-	-
Total Expenditures	\$ 211,013	\$ 205,699	\$ 209,983	\$ 233,121	\$ 242,154

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain an accuracy rate of 99.9% for the monthly inventory count.				
Accuracy rate for the monthly inventory count	100.0%	100.0%	100.0%	99.9%
Process and fill 99% of issue requisitions within one day.				
Percent of issue requisitions processed within one working day	100%	99%	100%	99%
Complete 100% of monthly inventory counts within one day.				
Percent of monthly inventory counts completed within 1 working day	100%	100%	100%	100%
Competitively award at least 80% of the inventory purchases during fiscal year.				
Percent of competitively awarded inventory purchases of stock items	95%	90%	95%	90%
Complete an internal customer satisfaction survey and achieve an overall customer satisfaction rating of 90% or higher.				
Customer satisfaction rating	100%	90%	90%	90%

PROGRAMS & SERVICES

Central Warehouse (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Requisitions processed to issue inventory items	2,146	2,200	2,200	2,200
Replenishment orders for Warehouse stock	229	200	200	200
Stock items on hand	1,170	900	900	700
Inventory Turnover Ratio - Average Monthly Issues divided by Total Inventory on Hand	0.4	1.0	0.5	1.0

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FINANCE PROGRAMS

Administration
Budget Management
Revenue and Cash Management
Cashiering and Collections
Licenses and Permits
City Billing and Customer Service
Accounting Services
Payroll
Accounts Payable
Purchasing
Central Warehouse
➤ **Mail Courier Services**
Risk Management - Administrative
Operations
Workers Compensation
Liability
Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Continue to save the
City money by
processing in-house
mail.

Mail Courier Services

(Program No. 1443)

Mission Statement

Process outgoing certified mail, and collect and distribute U.S. Postal Service and interdepartmental mail to all City departments accurately and efficiently.

Program Activities

- Collect the City's United States Postal Service (U.S.P.S.) mail twice daily.
- Provide interoffice mail courier service to 33 stops at City offices and selected outside agencies.
- Process 99% of the outgoing U.S.P.S. mail the same day
- Post mail information on the Courier's SharePoint page.
- Maintain departmental billing records.
- Process certified mail in-house and track the cost savings
- Provide the Finance Department with timely, accurate postal charges by department each month.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.15	1.20	1.20	1.20	1.20
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 36,562	\$ 37,969	\$ 37,969	\$ 46,785	\$ 48,138
General Fund Subsidy	100,446	117,275	106,791	101,085	102,004
Total Revenue	\$ 137,008	\$ 155,244	\$ 144,760	\$ 147,870	\$ 150,142
Expenditures					
Salaries and Benefits	\$ 108,184	\$ 111,309	\$ 112,501	\$ 116,699	\$ 118,474
Supplies and Services	28,824	43,935	32,259	31,171	31,668
Total Expenditures	\$ 137,008	\$ 155,244	\$ 144,760	\$ 147,870	\$ 150,142

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Process incoming and outgoing U.S.P.S. mail within 1 working day 99% or more of the time.				
Percent of outgoing U.S.P.S. mail sent within same day	100%	99%	99%	99%
Provide mail services according to the published schedules 99% or more of the time.				
Percent of mail stops serviced in accordance with the mail schedule	96%	99%	99%	99%
Complete a Customer Survey by June 30 and achieve an overall customer satisfaction rating of 90% or higher.				
Overall Customer Satisfaction rating	86%	90%	90%	90%
Ensure that mail courier loses zero hours annually as a result of workplace accidents.				
Hours lost	0	0	0	0

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Pieces of outgoing USPS Mail processed	112,331	110,000	110,000	100,000
Labor cost per piece of outgoing US.P.S. mail	\$0.39	\$0.40	\$0.42	\$0.46
Cost savings for metered mail	\$5,617	\$5,500	\$5,500	\$5,000
Cost savings from In-House processing of certified mail.	N/A	N/A	N/A	\$520

FINANCE PROGRAMS

Administration
Budget Management
Revenue and Cash Management
Cashiering and Collections
Licenses and Permits
City Billing and Customer Service
Accounting Services
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Purchasing
Central Warehouse
Mail Courier Services
➤ **Risk Management -
Administrative Operations**
Workers Compensation
Liability
Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Created the
Continuation of
Operations Plan for
Pandemic response for
the City.

Risk Management - Administrative Operations (Program No. 1464)

Mission Statement

Manage division programs and assist operating departments to assess exposure to loss.

Program Activities

- Create and maintain a Risk Management Information System (RMIS).
- Review and execute contracts, agreements, leases, and grants.
- Identify, evaluate, and rate all risks of accidental loss.
- Respond to employee, supervisor, and management requests for assistance.
- Market and negotiate placement of commercial insurance policies.
- Initiate investigation and recovery of costs for loss or damage to City property caused by insurable perils or a negligent third party.
- Compile and post semi-annual loss data.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.70	0.70	0.70	0.70	0.70
Hourly Employee Hours	0	0	0	0	0
Revenues					
Insurance Premiums	\$ 1,830,911	\$ 1,833,078	\$ 1,833,078	\$ 2,393,965	\$ 2,829,189
Interest Income	255,706	146,000	146,000	53,545	52,840
Total Revenue	\$ 2,086,617	\$ 1,979,078	\$ 1,979,078	\$ 2,447,510	\$ 2,882,029
Expenditures					
Salaries and Benefits	\$ 129,221	\$ 128,042	\$ 126,890	\$ 131,938	\$ 133,853
Supplies and Services	1,527,411	1,829,406	1,851,439	2,332,567	2,667,950
Special Projects	800	-	-	-	-
Capital Equipment	65,775	-	-	-	-
Transfers Out	-	-	-	818	409
Total Expenditures	\$ 1,723,207	\$ 1,957,448	\$ 1,978,329	\$ 2,465,323	\$ 2,802,212

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure 80% completion of Division program objectives.				
Percent of objectives achieved	82%	80%	65%	80%
Complete insurance policy renewals within established budgetary parameters.				
Insurance premiums paid as a percentage of budget allocation.	100%	100%	110%	100%
Maintain appropriate reserve fund balance.				
Ratio of reserve funds compared to actuary determined value.	N/A	N/A	N/A	70%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ratio of reserve funds compared to actuary determined value.	N/A	N/A	N/A	1
Ratio of appropriation for claims compared to estimated total losses	N/A	N/A	N/A	1
Claims net position: compare appropriation for claim payments to estimated total losses.	N/A	N/A	N/A	65%

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Mail Courier Services
Risk Management - Administrative
Operations
➤ Workers Compensation
Liability
Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Implemented emergency protocols related to COVID legislation.

Workers Compensation (Program No. 1461)

Mission Statement

Provide workers' compensation benefits to eligible employees, ensure compliance with federal and state regulations, and minimize associated costs.

Program Activities

- Collect, maintain, and analyze loss data.
- Ensure compliance with federal and California laws; monitor legislation, legal opinions, and case law for changes.
- Investigate, evaluate, and authorize all new lost time claims.
- Approve the use of salary continuation.
- Approve expenditures, evaluate and recommend settlement proposals, and obtain approval for settlement payments.
- Ensure that the third party administrator completes all required elements of contracts.
- Assist outside legal counsel to defend claims, and coordinate subrogation recovery.
- Notify management of any permanent work restriction for injured employees and evaluate industrial disability retirement applications.
- Assist managers and supervisors to return an injured employee to regular or modified duty and develop a modified duty contract.
- Respond to employee, supervisor, and management inquiries related to workers' compensation and occupational safety and health; provide training on workers' compensation.
- Update the Risk Management Frequency and Severity Report.
- Personally meet with employees experiencing lost time injuries to explain workers compensation benefits.
- Conduct semi-annual claim reviews of the Third Party Administrator.
- Conduct annual workers' compensation review with City Administrator and the three departments with the highest claims frequency.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.24	1.28	1.28	1.28	1.28
Hourly Employee Hours	76	0	0	0	0
Revenues					
Other Revenue	\$ -	\$ -	\$ 200,542	\$ -	\$ -
Unemployment Ins. Premiums	217,603	227,559	113,780	277,529	427,559
Workers' Comp. Premiums	4,100,535	4,132,712	4,132,712	4,164,100	4,370,056
Total Revenue	\$ 4,318,137	\$ 4,360,271	\$ 4,447,034	\$ 4,441,629	\$ 4,797,615
Expenditures					
Salaries and Benefits	\$ 285,208	\$ 232,398	\$ 215,379	\$ 244,294	\$ 248,212
Supplies and Services	4,233,732	3,582,938	5,018,372	3,843,191	3,940,428
Special Projects	6	-	-	-	-
Total Expenditures	\$ 4,518,947	\$ 3,815,336	\$ 5,233,751	\$ 4,087,485	\$ 4,188,640

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Provide notice of new claim to third party claims administrator within 5 days of knowledge of claim.				
Days elapsed since City's knowledge of claim	4.37	5	3	5
Maintain total claim payments issued during the fiscal year within established budgetary parameters.				
Percent of budget allocation paid.	N/A	N/A	N/A	1

FINANCE PROGRAMS

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Risk Management - Administrative
Operations
Workers Compensation
➤ **Liability**
Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Completed implementation of the new RMIS software program.

Liability (Program No. 1462)

Mission Statement

Investigate City incidents and adjust damage claims, identify potential hazards, and minimize associated costs.

Program Activities

- Administer incident and claims procedures.
- Investigate departmental activities relative to claimed damages.
- Pay or deny claims and communicate findings to claimants.
- Represent the City in small claims court.
- Identify and track hazard mitigation throughout City activities.
- Assess and provide tailored loss prevention techniques to City personnel.
- Report fleet loss data monthly and annually.
- Respond to citizen and public requests for assistance related to hazard mitigation.
- Provide semi-annual loss data reports.
- Update the Risk Management Frequency and Severity Report.
- Conduct site visits related to complaints and claims.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.10	1.10	1.10	1.10	1.10
Hourly Employee Hours	8	0	0	0	0
Revenues					
Insurance Premiums	\$ 1,682,955	\$ 1,614,941	\$ 1,614,914	\$ 1,699,085	\$ 1,957,464
Inter-fund Reimbursement	75,825	75,825	75,825	75,825	75,825
Other Revenue	32,859	-	-	-	-
Total Revenue	\$ 1,791,639	\$ 1,690,766	\$ 1,690,739	\$ 1,774,910	\$ 2,033,289
Expenditures					
Salaries and Benefits	\$ 181,353	\$ 187,119	\$ 188,386	\$ 195,797	\$ 197,540
Supplies and Services	3,492,256	2,076,602	2,769,082	2,973,394	3,765,148
Total Expenditures	\$ 3,673,609	\$ 2,263,721	\$ 2,957,468	\$ 3,169,191	\$ 3,962,688

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain total claim payments issued during the fiscal year within established budgetary parameters				
Percent of budget allocation paid	189%	100%	200%	100%
Paid claim ratio				
Number of claims paid divided by number of claims filed	48%	40%	50%	50%

FINANCE PROGRAMS

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Budget Management
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Liability

➤ Occupational Safety/Health



RECENT PROGRAM ACHIEVEMENTS

Developed and implemented safety training for staff related to the COVID pandemic.

Occupational Safety/Health (Program No. 1463)

Mission Statement

Ensure a safe work environment for the City's work force and preserve the City's financial resources through training, medical screening, and safety analysis.

Program Activities

- Review and update the Injury Illness Prevention Program (IIPP) to conform to Occupational Safety and Health Act (OSHA) regulatory changes.
- Maintain and schedule master IIPP compliance activities and other safety training regulations according to state and federal law.
- Provide safety related guidance and safety related training resources to supervisors.
- Respond to workplace hazards and safety concerns identified by employees.
- Provide semi-annual loss data reports.
- Maintain network of internal occupational safety and health trainers.
- Consult with departments to assess workplace security needs.
- Coordinate monthly Illness and Injury Prevention Program training calendar.
- Post Cal/OSHA Log 300A annually as required.
- Coordinate the annual safety audit of the City's industrial/commercial activities.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.10	1.10	1.10	1.10	1.10
Hourly Employee Hours	0	0	0	0	0
Revenues					
OSH Premiums	\$ 275,000	\$ 275,896	\$ 275,896	\$ 290,230	\$ 292,974
Total Revenue	275,000	275,896	275,896	290,230	292,974
Expenditures					
Salaries and Benefits	\$ 154,053	\$ 164,150	\$ 165,956	\$ 172,711	\$ 175,269
Supplies and Services	31,141	116,682	72,032	98,221	117,505
Total Expenditures	\$ 185,194	\$ 280,832	\$ 237,988	\$ 270,932	\$ 292,774

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of occupational injury claims filed during the fiscal year.				
Occupational injury claims filed	122	133	134	133

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DEPARTMENT SUMMARY

Fire

Provide fire protection, emergency medical rescue and related life safety service to Santa Barbara's citizens and visitors.

About Fire

The Fire Department is responsible for the protection of Santa Barbara from fire and a long list of natural and man-made catastrophes. The Fire Department has provided continuous, uninterrupted service for over 130 years.

Santa Barbara is served by eight fire stations and the City's firefighters respond to more than 7,000 emergency incidents each year.

Employees conduct over 2,000 fire inspections each year as part of the department's commitment to a fire safe community. Plan reviews and inspections of all new construction help ensure the future fire safety of Santa Barbara.

The department's specially trained Airport firefighters operate specifically designed equipment and protect the flying public at the Santa Barbara Airport.

Fiscal Year 2022 Budget Highlights

Purchase and implement Automatic Vehicle Response and Routing technology for GPS-based fire apparatus dispatching by fiscal year end.

Conduct a current Standards of Coverage study of all Santa Barbara City Fire response districts.

Participate with County Homeless Task Force with partner agencies to address regional issues and fire related hazards and identify solutions to be implemented County wide.





DEPARTMENT SUMMARY

Fire

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	106.00	106.00	106.00	106.00	106.00
Hourly Employee Hours	2,326	3,231	1,459	1,947	1,957
Revenues					
Fees and Service Charges	\$ 183,379	\$ 314,863	\$ 179,980	\$ 323,878	\$ 323,878
Inter-fund Reimbursement	2,832,958	3,037,856	3,085,486	3,145,633	3,238,811
Intergovernmental	19,844	-	-	-	-
Mutual Aid Reimbursements	1,438,018	2,500,000	2,992,709	1,000,000	1,000,000
Other Revenue	510,378	414,672	444,263	1,230,314	227,394
Prop. 172 Sales Tax	168,965	161,995	167,536	176,233	182,142
Wildland Fire Assessment	281,697	277,961	287,814	293,570	299,442
Overhead Allocation Recovery	187,598	194,815	194,815	215,838	222,076
General Fund Subsidy	25,401,593	25,390,026	24,951,582	25,654,696	27,862,714
Total Department Revenue	\$31,024,431	\$32,292,187	\$ 32,304,184	\$ 32,040,162	\$ 33,356,457
Expenditures					
Salaries and Benefits	\$26,511,980	\$27,972,547	\$ 27,987,681	\$ 27,772,308	\$ 28,657,899
Supplies and Services	3,722,006	3,695,557	3,639,564	3,877,412	3,918,598
Special Projects	325,641	171,970	154,970	201,280	419,291
Appropriated Reserve	-	4,925	-	4,925	4,925
Capital Equipment	128,589	84,790	-	40,000	-
Departmental Reductions	-	(111,942)	-	(210,569)	-
Non-Capital Equipment	175,057	309,410	309,410	221,932	221,932
Transfers Out	25,100	26,871	26,871	-	-
Total Department Expenditures	\$30,898,543	\$32,154,127	\$ 32,118,496	\$ 31,907,288	\$ 33,222,645
Addition to (Use of) Reserves	\$ 125,888	\$ 138,060	\$ 185,688	\$ 132,874	\$ 133,812

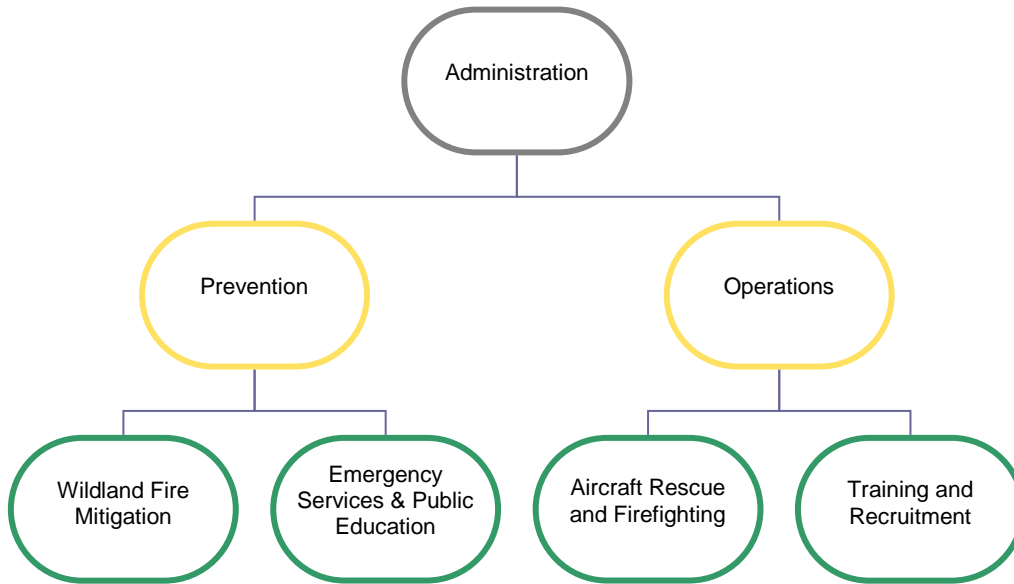
Fire Department is budgeted in the General Fund, Fire Equipment Replacement Fund, Miscellaneous Grants Fund and the Wildland Fire Assessment District.



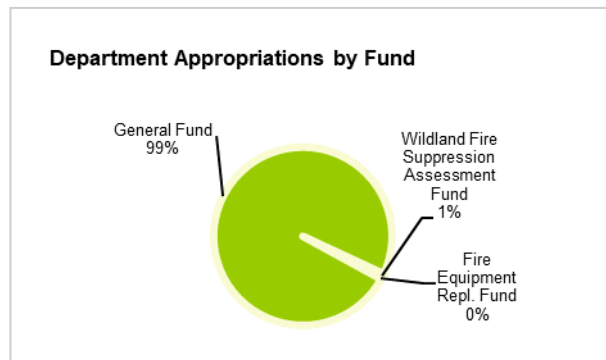
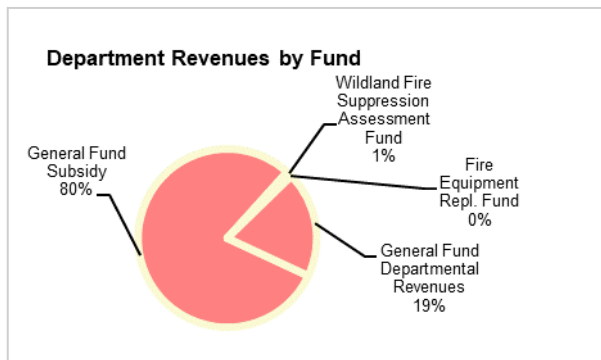
DEPARTMENT SUMMARY

Fire

Program Organizational Chart



Department Fund Composition



FIRE PROGRAMS

- **Administration**
 - Emergency Services and Public Education
 - Fire Prevention
 - Wildland Fire Mitigation
 - Operations/Suppression
 - Training and Recruitment
 - Aircraft Rescue and Firefighting (ARFF)

Administration

(Program No. 3111)

Mission Statement

Provide leadership, policy direction, and administrative support to the entire department.

Program Activities

- Provide administrative direction, short/long range planning, and support for the entire department.
- Prepare department payroll, personnel actions, purchasing requisitions, and correspondence.
- Manage department computer and telecommunications networks.
- Manage department budget preparation and monitor department expenditures and revenues.
- Develop and maintain highly collaborative inter-governmental agreements with emergency response agencies within the County.

Project Objectives for Fiscal Year 2022

- Purchase and implement Automatic Vehicle Response and Routing technology for GPS-based fire apparatus dispatching by fiscal year end.



RECENT PROGRAM ACHIEVEMENTS

Secured over \$200k in grants for COVID-19 personal protective equipment.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.00	5.00	5.00	5.00	5.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursement	\$ 125,889	\$ 138,059	\$ 185,689	\$ 132,875	\$ 133,812
Other Revenue	-	-	-	11,269	11,594
Prop. 172 Sales Tax	168,965	161,995	167,536	176,233	182,142
Overhead Allocation Recovery	10,614	11,022	11,022	11,269	11,594
General Fund Subsidy	942,386	479,182	524,421	732,445	814,822
Total Revenue	\$ 1,247,853	\$ 790,258	\$ 888,668	\$ 1,064,091	\$ 1,153,964
Expenditures					
Salaries and Benefits	\$ 1,111,986	\$ 785,719	\$ 779,476	\$ 1,038,303	\$ 1,021,930
Supplies and Services	131,697	116,480	109,192	121,357	132,034
Special Projects	-	-	-	75,000	-
Capital Equipment	-	-	-	40,000	-
Departmental Reductions	-	(111,942)	-	(210,569)	-
Debt Service	4,170	-	-	-	-
Total Expenditures	\$ 1,247,853	\$ 790,257	\$ 888,668	\$ 1,064,091	\$ 1,153,964

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that 82% of the Department's program objectives are accomplished.				
Percent of department program Objectives accomplished	47%	75%	75%	75%
Process 99% of Mutual Aid incident invoices within 15 working days of completion of mutual aid assignment.				
Percent of invoices generated within 15 working days of completion of assignment	100%	99%	99%	99%
Ensure 100% Fire Department financial plans and semi-annual financial reviews are submitted within designated timeframes.				
Fire Department financial plans (budget) and semi-annual financial reviews	100%	100%	100%	100%

PROGRAMS & SERVICES

Administration (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Total amount of Mutual Aid reimbursements	\$1 M	\$1 M	\$3 M	\$1 M
Hours lost due to injury	4,467	3,000	6,000	3,000
Fire and Police Commission meetings held	12	12	10	12
Mutual Aid invoices processed and submitted	38	40	40	30
Fire Department financial plans and semi-annual financial reviews	4	4	4	4

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FIRE PROGRAMS

- Administration
- **Emergency Services and Public Education**
- Prevention
- Wildland Fire Mitigation
- Operations/Suppression
- Training and Recruitment
- Aircraft Rescue and Firefighting (ARFF)



RECENT PROGRAM ACHIEVEMENTS

Since schools continue to meet remotely, OES created a video tour the Fire Safety House so that schools can use for thirds graders virtually.

Emergency Services and Public Education

(Program No. 3112)

Mission Statement

Ensure the City is ready and able to mitigate, prepare for, respond to and recover from the effects of major emergencies that threaten lives, property, and the environment by: 1) conducting comprehensive safety education programs for the public that are linguistically appropriate and culturally relevant; 2) training City employees regarding their Disaster Service Worker roles and responsibilities; 3) Develop and work with Bilingual staff to utilize their skill sets during an EOC activation; and 4) Continue agency coordination activities by fostering partnerships with community based organization that assists in the City's emergency management efforts.

Program Activities

- Collaborate with County Office of Emergency Management and other government, non-government, and non-profit agencies in disseminating comprehensive disaster preparedness education to the whole community and to ensure compliance with State and Federal statutes.
- Revise and maintain annually the City's Local Hazard Mitigation Plan in accordance to the Disaster Mitigation Act of 2000. Develop a Spanish Cadre to assist the Emergency Operations Center during times of activation.
- Assist two of the three new City Departments in developing their emergency response plans.
- Provide focused virtual training for Emergency Operations Center staff and volunteers.
- Conduct a Community Disaster Education Train-the-Trainer course in English and Spanish to enhance our instructor cadre to reach more of the community with emergency information. We will be inviting the jurisdictions to send representative to this course.
- Conduct quarterly training with the EOC Spanish Cadre to be used during times of emergency for whole community communications.

Project Objectives for Fiscal Year 2022

- Develop three emergency prevention and fire safety videos to use during virtual public educations outreach.
- Work with Santa Barbara County OEM to update the City's Hazard Mitigation Plan as part of the County's Multi-Jurisdictional Hazard Mitigation Plan. This plan is updated every five (5) years as required by FEMA.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	985	26	425	26	26
Revenues					
Overhead Allocation Recovery	\$ 176,985	\$ 183,793	\$ 183,793	\$ 204,570	\$ 210,482
General Fund Subsidy	248,612	281,202	278,106	289,116	285,459
Total Revenue	\$ 425,597	\$ 464,995	\$ 461,899	\$ 493,686	\$ 495,941
Expenditures					
Salaries and Benefits	\$ 304,725	\$ 318,280	\$ 315,184	\$ 327,630	\$ 332,045
Supplies and Services	120,872	146,715	146,715	156,056	163,896
Special Projects	-	-	-	10,000	-
Total Expenditures	\$ 425,597	\$ 464,995	\$ 461,899	\$ 493,686	\$ 495,941

PROGRAMS & SERVICES

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Conduct four (4) basic SEMS training to all attendees of the City's New Employee Orientation.				
City Orientation program presentations	5	4	4	4
Provide virtual quarterly Emergency Operations Center (EOC) equipment and forms training for the City staff and volunteers assigned to the EOC.				
Virtual EOC trainings provided	2	3	3	3
Provide Advanced CERT Trainings , virtually.				
Advanced CERT trainings provided	N/A	3	0	4
Provide 2000 volunteer hours of service to the Department and the public.				
Total volunteer hours received	N/A	1,000	200	200
Deliver 50 hours of community disaster education and fire safety outreach presentations outside of the regular CERT program.				
Presentation hours	56	50	6	50
Conduct four (4) workshop discussions with the Emergency Management Task Team.				
Workshops Conducted	1	4	4	4
Update the OES Information Line weekly with safety and emergency preparedness information.				
OES Information updates performed	52	50	50	50
Host biannual Whole Community Committee to discuss emergency and preparedness outreach to the most vulnerable community.				
Number of Committee meetings held.	N/A	2	1	2
Conduct 4 Listos Classes throughout the community.				
Number of Listos classes held.	N/A	4	0	4

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Individuals reached through emergency preparedness presentations	2,042	2,000	2,000	2,000
Students participating in the Fire Safety House Program	413	800	800	800

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FIRE PROGRAMS

Administration
Emergency Services and Public
Education

- **Prevention**
Wildland Fire Mitigation
Operations/Suppression
Training and Recruitment
Aircraft Rescue and Firefighting
(ARFF)

Prevention (Program No. 3121)

Mission Statement

Protect life, property and the environment from the perils of fire, hazardous material incidents, and other disasters through effective code enforcement, new development plan checks, fire investigation and support of the engine company fire inspection program.

Program Activities

- Participate in Community Development's Land Development Team (LDT).
- Conduct fire and arson investigations.
- Reduce the impact of wildland fire in the community through fire resistive construction code enforcement and fire safe community development guidelines.
- Conduct fire code enforcement compliance inspections.
- Conduct fire prevention inspections on the Airport and adjacent City areas.

Project Objectives for Fiscal Year 2022

- Participate with County Homeless Task Force with partner agencies to address regional issues and fire related hazards and identify solutions to be implemented County wide.
- Participate in the development of the 2019 – 2024 Strategic Plan based on the information captured during the three day planning sessions that identified eight strategic initiatives.
- Participate with other LDT Divisions to streamline the land development process and implement recommendations identified in the recent Novak study.



RECENT PROGRAM ACHIEVEMENTS

Intergrated Accela software program into design & plan review activities.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	6.00	6.00	6.00	5.00	5.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 183,379	\$ 314,863	\$ 179,980	\$ 323,878	\$ 323,878
Intergovernmental	14,844	-	-	-	-
Other Revenue	208,244	101,756	101,756	-	-
General Fund Subsidy	1,260,094	1,101,254	1,177,196	1,176,847	1,236,191
Total Revenue	\$ 1,666,562	\$ 1,517,873	\$ 1,458,932	\$ 1,500,725	\$ 1,560,069
Expenditures					
Salaries and Benefits	\$ 1,222,339	\$ 1,217,973	\$ 1,165,999	\$ 1,314,357	\$ 1,364,070
Supplies and Services	419,123	299,900	292,933	186,368	195,999
Transfers Out	25,100	-	-	-	-
Total Expenditures	\$ 1,666,562	\$ 1,517,873	\$ 1,458,932	\$ 1,500,725	\$ 1,560,069

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 100% of the State Mandated Licensed Facility inspections within the prescribed deadline.				
Percent inspections completed	53%	100%	100%	100%
Conduct 95% of new construction-related inspections within 2 working days of initial request.				
Percent of inspections conducted within 2 days of request	98%	95%	95%	95%
Complete 95% of all plan reviews submitted to the Community Development department within time allotted.				
Percent of plan reviews completed within time allotted	98%	95%	95%	95%
Determine the cause of 80% of the fires investigated within the City of Santa Barbara.				
Percent of causes determined of fires investigated	87%	80%	80%	80%
Respond to 95% of code enforcement complaints within five (5) working days from receipt of complaint.				
Percent of code enforcement complaints receiving initial response within five (5) working days	82%	95%	N/A	N/A
Resolve 75% of code enforcement cases within three (3) months of initiation.				
Percent of code enforcement cases resolved within 3 months.	66%	75%	75%	75%
Attend 85% of all joint Land Development Team meetings for Dev Application Review Team and Pre-Application Review Team submittals.				
Percent of LDT meetings attended	87%	85%	85%	85%

PROGRAMS & SERVICES

Prevention (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
State Mandated inspections conducted	56	87	87	87
New construction-related inspections	597	570	570	560
Plan reviews conducted	1,680	1,675	1,675	1,600
Fire investigations conducted	62	65	86	80
Code enforcement complaints received	138	195	56	NA
Enforcement cases resolved	107	190	110	100
LDT meetings attended	158	165	206	190

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FIRE PROGRAMS

Administration
Emergency Services and Public
Education
Prevention

- **Wildland Fire Mitigation**
Operations/Suppression
Training and Recruitment
Aircraft Rescue and Firefighting
(ARFF)



RECENT PROGRAM ACHIEVEMENTS

The 2004 Wildland Fire Plan was successfully updated through City Council adoption of the 2021 Community Wildfire Protection Plan (CWPP) and program Environmental Impact Report (PEIR).

Wildland Fire Mitigation

Program No. (3123)

Mission Statement

Protect lives, property and natural resources threatened by wildland fire through analysis, defensible space, evacuation planning, education, enforcement, and fuel modification activities.

Program Activities

- Manage and implement the City of Santa Barbara Wildland Fire Plan Community Wildfire Protection Plan strategies.
- Manage the City of Santa Barbara Wildland Fire Suppression Assessment District Program.
- Maintain accuracy of fire-related Geographic Information System (GIS) map layers.
- Engage property owners and residents in wildland fire safety and preparedness.
- Influence defensible space through landscape development standards and code enforcement.

Project Objectives for Fiscal Year 2022



- Begin implementation of the 2021 Community Wildfire Protection Plan by collaboratively working with other City Departments, stakeholders and the community.
- Work with other City Departments to update the City of Santa Barbara Ready, Set, Go! Brochure in English.
- Prepare a draft of the updated Ready, Set, Go! Brochure in Spanish
- Complete "windsheild" survey of high fire hazard area to capture home hardening and defensible space situation utilizing GIS to enhance wildfire public information and serve as a basis for future grant funding opportunities to increase wildland fire resilience.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	2.00	2.00	3.00	3.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ 1,755	\$ -	\$ -	\$ -	\$ -
Wildland Fire Assessment	281,697	277,961	287,814	293,570	299,442
General Fund Subsidy	229,042	333,622	287,550	549,564	463,894
Total Revenue	\$ 512,494	\$ 611,583	\$ 575,364	\$ 843,134	\$ 763,336
Expenditures					
Salaries and Benefits	\$ 287,735	\$ 346,350	\$ 325,794	\$ 455,566	\$ 471,439
Supplies and Services	78,928	88,338	94,600	266,363	167,681
Special Projects	145,831	171,970	154,970	116,280	119,291
Appropriated Reserve	-	4,925	-	4,925	4,925
Total Expenditures	\$ 512,494	\$ 611,583	\$ 575,364	\$ 843,134	\$ 763,336

PROGRAMS & SERVICES

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete road clearance annually within the Wildland Fire Suppression Assessment District (WFSAD).				
Miles cleared	13	14	14	14
Complete weed abatement along roads within high fire hazard area to enhance evacuation routes and response safety.				
Miles cleared	0	4	4	4
 Complete vegetation management/fuels reduction work within the Wildland Fire Assessment Suppression District.				
Acres treated	11	5	7	5
 Prevent chips generated through vegetation road clearance and defensible space chipping project from reaching the landfill				
Percent of chipped load reused	100%	95%	95%	95%
Perform 95% of High Fire Hazard Area landscape plan reviews within 4 working days.				
Percentage of landscape plans reviewed by deadline.	N/A	95%	95%	95%
Respond to 95% of high fire hazard area complaints within five (5) working days from receipt of complaint.				
Complaints responded to by deadline	N/A	95%	100%	95%
Resolve 75% of code enforcement cases within three (3) months of initiation.				
Percentage of cases resolved by deadline	N/A	75%	75%	75%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
High Fire Hazard area landscape plan reviews	N/A	50	40	50
High Fire Hazard area landscape inspections completed	N/A	50	10	25
High Fire Hazard area enforcement complaints received	N/A	100	84	100
High Fire Hazard area enforcement cases resolved	N/A	100	70	100
Voluntary Defensible Space Evaluations conducted	N/A	50	30	50
Hours assigned to incident response	N/A	350	518	350

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FIRE PROGRAMS

Administration
Emergency Services and Public
Education
Prevention
Wildland Fire Mitigation

- **Operations/Suppression**
Training and Recruitment
Aircraft Rescue and Firefighting
(ARFF)

Operations/Suppression (Program No. 3131)

Mission Statement

To save and protect lives, property, and the environment at the City of Santa Barbara by reducing the impact of emergency incidents through proactive training, planning, public education, fire code inspections, and effective responses to 9-1-1 calls for service.

Program Activities

- Prepare for and respond to a multitude of emergency situations.
- Conduct fire safety inspections in order to reduce/prevent fire loss and injuries.
- Provide public education programs to help inform the residents of fire and other life-safety hazards within our community.

Project Objectives for Fiscal Year 2022

- Conduct a review, edit, and approval of the Operational Area All Risk Mutual Aid Plan.
- Purchase two fire pumper apparatus utilizing leasing option process.
- Conduct a current Standards of Coverage study of all Santa Barbara City Fire response districts.



RECENT PROGRAM ACHIEVEMENTS

Successful merge and conversion of a new time and scheduling software program.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	79.29	79.29	79.29	79.29	79.29
Hourly Employee Hours	1,341	3,205	1,034	1,921	1,931
Revenues					
Inter-fund Reimbursement	\$ 34,850	\$ 34,850	\$ 34,850	\$ 34,850	\$ 34,850
Intergovernmental	5,000	-	-	-	-
Mutual Aid Reimbursements	1,438,018	2,500,000	2,992,709	1,000,000	1,000,000
Other Revenue	300,379	312,916	342,507	1,219,045	215,800
General Fund Subsidy	21,734,763	22,379,054	21,961,318	22,085,252	23,919,865
Total Revenue	\$ 23,513,010	\$ 25,226,820	\$ 25,331,384	\$ 24,339,147	\$ 25,170,515
Expenditures					
Salaries and Benefits	\$ 20,327,346	\$ 21,885,870	\$ 22,123,224	\$ 21,077,219	\$ 21,798,572
Supplies and Services	2,876,018	2,919,879	2,871,879	3,039,996	3,150,011
Capital Equipment	128,589	84,790	-	-	-
Debt Service	6,000	-	-	-	-
Non-Capital Equipment	175,057	309,410	309,410	221,932	221,932
Transfers Out	-	26,871	26,871	-	-
Total Expenditures	\$ 23,513,011	\$ 25,226,820	\$ 25,331,384	\$ 24,339,147	\$ 25,170,515

PROGRAMS & SERVICES

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure dispatch center alarm processing time for Code 3 medical incidents is 60 seconds or less 90% of the time. Dispatch center alarm processing time for all Code three medical incidents.	37%	90%	35%	90%
Ensure firefighter turn-out time for Code 3 medical incidents is less than 60 seconds 90% of the time. Firefighter turn-out time for all code three medical incidents	41%	90%	35%	90%
Ensure travel time to Code 3 medical incidents is less than 4 minutes 90% of the time. Travel time from "responding" to "on-scene"	68%	90%	59%	75%
Respond to Code 3 medical call incidents in 6.25 minutes or less 90% of the time. Response time on Code 3 medical calls	85%	90%	80%	90%
Contain 90% of all structure fires to area or room of origin. Percent of fires that do not extend from area of origin	85%	90%	91%	90%
Conduct engine company level fire and safety inspections on 90% of scheduled business and residential occupancies annually. Percent of business and residential occupancies inspected annually	98%	90%	N/A	90%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Code 3 (emergency) calls for service	7,185	8,000	9,200	9,000
Code 2 (non-emergency) calls for service	3,057	900	3,200	3,000
Medical emergency calls received	5,863	6,000	7,500	8,000
Fire calls received	1,494	200	1,650	1,700
Hazardous condition calls received	416	400	520	500
Miscellaneous calls received	2,900	2,800	2,800	2,800
Revenue for engine company inspections	\$18,328	\$37,000	\$0	\$78,100
Engine company fire and life safety inspections	2,000	2,000	0	2,000
Number of NFPA 1851 PPE Inspections	N/A	100	80	80

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FIRE PROGRAMS

Administration
Emergency Services and Public
Education
Prevention
Wildland Fire Mitigation
Operations/Suppression

- **Training and Recruitment**
Aircraft Rescue and Firefighting
(ARFF)



RECENT PROGRAM ACHIEVEMENTS

Successful completion
of a probationary
Firefighter academy
during challenging
Covid outbreak.

Training and Recruitment (Program No. 3134)

Mission Statement

Recruit quality personnel into the fire service profession. Ensure all active-duty fire personnel receive proper training, have appropriate safety gear, and are supported in continuous improvement of their professional abilities.

Program Activities

- Plan and provide ongoing training to department members that is required by local, state, and federal regulations.
- Ensure that mandated certifications and training is provided to all active-duty fire personnel and maintain accurate records.
- Oversee the hiring process for incoming firefighter recruits and plan and implement each twelve-week recruit academy.
- Purchase and provide the Personal Protective Equipment (PPE).
- Provide and promote professional growth opportunities through education and training.

Project Objectives for Fiscal Year 2022

- Complete OnBase records management integration for Operations, Training and Prevention personnel.
- Conduct Promotions exams for the Battalion Chief, Captain and Engineer ranks.
- Conduct the initial phases of a Firefighter recruitment process.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.80	1.80	1.80	1.80	1.80
Hourly Employee Hours	0	0	0	0	0
Revenues					
General Fund Subsidy	\$ 986,696	\$ 815,712	\$ 722,991	\$ 821,472	\$ 1,142,483
Total Revenue	\$ 986,696	\$ 815,712	\$ 722,991	\$ 821,472	\$ 1,142,483
Expenditures					
Salaries and Benefits	\$ 729,985	\$ 709,641	\$ 616,920	\$ 727,453	\$ 747,698
Supplies and Services	76,901	106,071	106,071	94,019	94,785
Special Projects	179,810	-	-	-	300,000
Total Expenditures	\$ 986,696	\$ 815,712	\$ 722,991	\$ 821,472	\$ 1,142,483

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure firefighters receive safety training in accordance with OSHA requirements				
Hours of safety training	1,486	1,100	700	1,000
Provide 100% of required/mandated training classes to active-duty Operations personnel each calendar year.				
Percentage of training sessions completed	100%	100%	100%	100%
Ensure 100% of the active-duty first responders maintain their Emergency Medical Technician (EMT) certifications by attending required EMT specific training.				
Average training hours per EMT	100%	100%	100%	100%
Ensure 100% of Cardiac Arrest Registry to Enhance Survival (CARES) calls reviewed				
Percentage of CARES calls reviewed	N/A	100%	100%	100%

PROGRAMS & SERVICES

Training and Recruitment (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Cardiac Arrest Registry to Enhance Survival (CARES) calls reviewed from dispatch EMD program	18	50	0	50
Hours of Safety Training Administered	1,100	1,100	700	1,000

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FIRE PROGRAMS

Administration
Emergency Services and Public
Education
Prevention
Wildland Fire Mitigation
Operations/Suppression
Training and Recruitment
➤ Aircraft Rescue and
Firefighting (ARFF)

Aircraft Rescue and Firefighting (ARFF) (Program No. 3141)

Mission Statement

To save and protect lives, property, and the environment at the City of Santa Barbara Airport by reducing the impact of emergency incidents through proactive training, planning, public education, fire code inspections, and effective responses to 9-1-1 calls for service.

Program Activities

- Respond to all emergency incidents and calls for service on the Airport Operational Area of SBA and related terminal areas.
- Comply with all Federal Aviation Administration (FAA) standards and mandates for training and proficiency.
- Inspect all aircraft fueling vehicles for compliance with FAA standards.
- Inspect all aircraft fuel farms for compliance with FAA standards.

Project Objectives for Fiscal Year 2022

- Add a reserve ARFF apparatus into service for the anticipation of a potential airport index upgrade, which would require the airport to have a total of three apparatus'.
- Host and offer an ARFF fire control weeklong course for our personnel to attend.



RECENT PROGRAM ACHIEVEMENTS

Placed in service a new "No Foam" testing system for all ARFF apparatus. These new systems are required by FAA mandates.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	9.91	9.91	9.91	9.91	9.91
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursement	\$ 2,672,219	\$ 2,864,947	\$ 2,864,947	\$ 2,977,908	\$ 3,070,149
Total Revenue	\$ 2,672,219	\$ 2,864,947	\$ 2,864,947	\$ 2,977,908	\$ 3,070,149
Expenditures					
Salaries and Benefits	\$ 2,527,863	\$ 2,708,714	\$ 2,661,084	\$ 2,831,780	\$ 2,922,145
Supplies and Services	18,467	18,174	18,174	13,253	14,192
Total Expenditures	\$ 2,546,330	\$ 2,726,888	\$ 2,679,258	\$ 2,845,033	\$ 2,936,337
Capital Grants	-	-	-	-	-
Capital Program	-	-	-	-	-
Addition to (Use of) Reserves	\$ 125,889	\$ 138,059	\$ 185,689	\$ 132,875	\$ 133,812

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to 100% of all aircraft-related emergencies in the Aircraft Operational Area (AOA) within 3 minutes.				
Response time	100%	100%	100%	100%
Ensure that all active-duty ARFF-certified personnel achieve mandated training goals per Federal Aviation Regulation 139 (FAR 139).				
Percent of mandated training classes attended by active duty personnel	100%	100%	100%	100%
Participate in 100% of FAA-mandated emergency response drills.				
Percent of FAA-mandated drills attended	100%	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Aircraft-related and other various emergencies in AOA	56	46	25	25
Training hours attended by Station 8 assigned personnel	926	1,400	520	1,000
FAA-mandated emergency response drills	12	12	12	12
Public education hours provided by Station 8 ARFF members	85	170	0	100
Station 8 Fire Safety public education sessions held	33	40	0	50

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DEPARTMENT SUMMARY

General Government

About General Government

The General Government department is used to account for costs not directly related to any specific department. It consists of two programs: the General Government program and Post-Employment Benefits program.

The General Government program includes funding for debt service on General Fund long-term debt, the General Fund capital program, and the appropriated reserves established each year pursuant to City reserve policies.

The Post-Employment Benefits program includes funding for the annual required contributions for post-employment benefits, including sick leave, vacation leave, and retiree medical benefits. These costs are allocated citywide.



DEPARTMENT SUMMARY

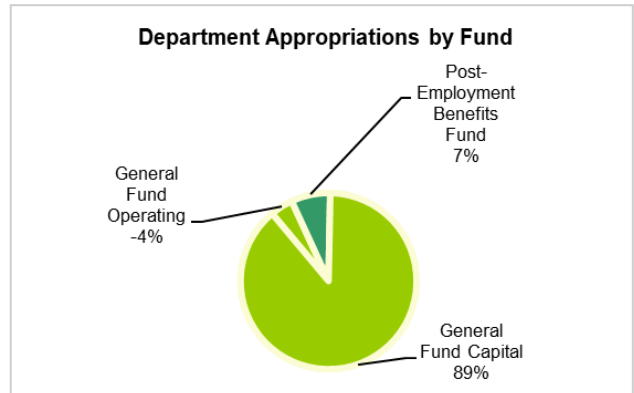
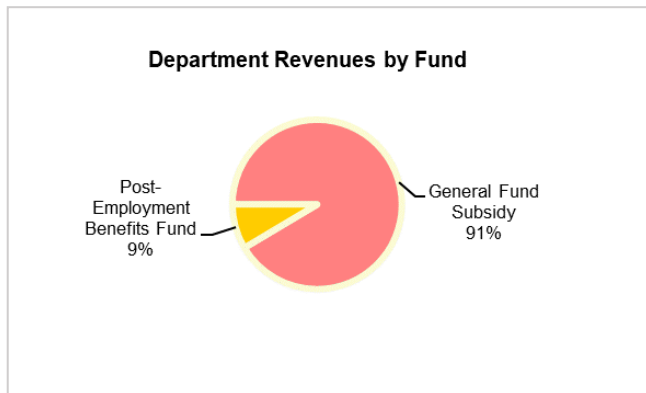
General Government

Department Financial Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Revenues					
Inter-fund Reimbursement	\$ 4,106,120	\$ 1,929,982	\$ 1,929,982	\$ 1,993,186	\$ 2,056,393
General Fund Subsidy	23,456,334	26,079,152	23,987,867	24,620,112	23,665,912
Total Department Revenue	\$27,562,454	\$28,009,134	\$ 25,917,849	\$ 26,613,298	\$ 25,722,305
Expenditures					
Attrition Savings	\$ -	\$ -	\$ -	\$ (2,100,000)	\$ (2,300,000)
Benefit Claims	2,617,031	1,929,982	1,929,982	1,993,186	2,056,393
Appropriated Reserve	-	150,000	75,000	200,000	200,000
Departmental Reductions	-	-	-	-	(2,000,000)
Transfers Out	927,710	2,639,399	1,164,399	2,031,694	2,331,694
Operating Expenditures	\$ 3,544,741	\$ 4,719,381	\$ 3,169,381	\$ 2,124,880	\$ 288,087
General Fund Capital Transfer	\$24,017,713	\$23,289,753	\$ 22,748,468	\$ 24,488,418	\$ 25,434,218
Total Expenditures	\$27,562,454	\$28,009,134	\$ 25,917,849	\$ 26,613,298	\$ 25,722,305

The General Government department is budgeted in the General Fund, Capital Outlay Fund, and Post-Employment Benefits Fund.

Department Fund Composition



GENERAL GOVERNMENT PROGRAMS

- General Government
Post-Employment Benefits

General Government

(Program No. 9911)

Mission Statement

Fund debt service and capital, and account for required appropriated reserve balances.

Program Activities

- Establish, track, and adjust as necessary the required appropriated reserve balances.
- Establish the funding level, pursuant to Council action, for the General Fund capital program.
- Establish the required funding level for debt service based on debt service schedules associated with outstanding General Fund indebtedness.

Project Objectives for Fiscal Year 2022

- Ensure that appropriated reserves are established in accordance with Council policy.
- Ensure that the use of appropriated reserves is consistent with Council policy.
- Ensure that the use of funds established for capital is consistent with the approved funding.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Revenues					
Inter-fund Reimbursement	\$ 1,489,089	\$ -	\$ -	\$ -	\$ -
General Fund Subsidy	23,456,334	26,079,152	23,987,867	24,620,112	23,665,912
Total Revenue	\$ 24,945,423	\$ 26,079,152	\$ 23,987,867	\$ 24,620,112	\$ 23,665,912
Expenditures					
Attrition Savings	\$ -	\$ -	\$ -	\$ (2,100,000)	\$ (2,300,000)
Appropriated Reserve	-	150,000	75,000	200,000	200,000
Departmental Reductions	-	-	-	-	(2,000,000)
Transfers Out	927,710	2,639,399	1,164,399	2,031,694	2,331,694
Operating Expenditures	\$ 927,710	\$ 2,789,399	\$ 1,239,399	\$ 131,694	\$ (1,768,306)
General Fund Capital Transfer	\$ 24,017,713	\$ 23,289,753	\$ 22,748,468	\$ 24,488,418	\$ 25,434,218
Total Expenditures	\$ 24,945,423	\$ 26,079,152	\$ 23,987,867	\$ 24,620,112	\$ 23,665,912

Program Performance Measures

Performance Measures	Adopted FY 2020*	Adopted FY 2021*	Adopted FY 2022*
General Fund capital program as a percent of total General Fund operating budget	0.65%	0.28%	0.46%

* Calculated as a percent of adopted budget.

GENERAL GOVERNMENT PROGRAMS

- General Government
- Post-Employment Benefits

Post-Employment Benefits

Mission Statement

Accumulate monies for post-employment benefits, including sick leave, vacation leave, and retiree medical benefits.

Program Activities

- Establish the funding level, in accordance with the post-employment benefits actuarial study, for post-employment benefits.
- Allocate the annual required contributions for post-employment benefits.

Project Objectives for Fiscal Year 2022

- Ensure that the post-employment benefits funding level is established in accordance with the post-employment benefit actuarial study.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Revenues					
Inter-fund Reimbursement	\$ 2,617,031	\$ 1,929,982	\$ 1,929,982	\$ 1,993,186	\$ 2,056,393
Total Revenue	2,617,031	1,929,982	1,929,982	1,993,186	2,056,393
Expenditures					
Benefit Claims	\$ 2,617,031	\$ 1,929,982	\$ 1,929,982	\$ 1,993,186	\$ 2,056,393
Total Expenditures	2,617,031	1,929,982	1,929,982	1,993,186	2,056,393



DEPARTMENT SUMMARY

Human Resources

The Human Resources Department recruits employees, advises departments in employment matters, manages the Compensation and Classification system, and administers the employee benefits and training programs, and oversees Labor and Employee relations.

About Human Resources

Through strategic partnerships and collaboration with departments and the public, Human Resources develops and delivers programs and services to support and strengthen the City's workforce to deliver the highest standard of service to the public.

Human Resources provides a well-developed program of services to a workforce of approximately 1,500 regular and hourly employees. Some of the program activities provided by Human Resources:

Employee Relations: Provide ethical advice and support to departments and employees on employee relations matters, such as disciplinary actions, performance issues and investigations.

Human Resources Compensation and Classification: Develop and administer a system to accurately document and process employee compensation and personnel actions. Develop and maintain job descriptions and classification plan which includes over 400 job classifications.

Training/Employee Development: Offer employee training and development opportunities, as well as legally mandated and compliance trainings. Conduct on-boarding programs for new and newly promoted employees.



Fiscal Year 2022 Budget Highlights

The Human Resources Department will be responsible for:

- Negotiating four new labor agreements with the General, Treatment & Patrol, Fire and Police bargaining units.
- Making salary and benefit recommendations for unrepresented management.
- Continuing to provide City Wide Non Discrimination and Anti-Harassment training.
- Administering the Educational Reimbursement Program.
- Coordinating quarterly retirement workshops and one-on-one retirement assistance between CalPERS representatives and City staff.
- Partnering with the Anti-Defamation League (ADL) to host anti-bias workshops that explore issues of identity, bias in our society.
- Leading the City of Santa Barbara's Spanish Language Access Cadre



DEPARTMENT SUMMARY

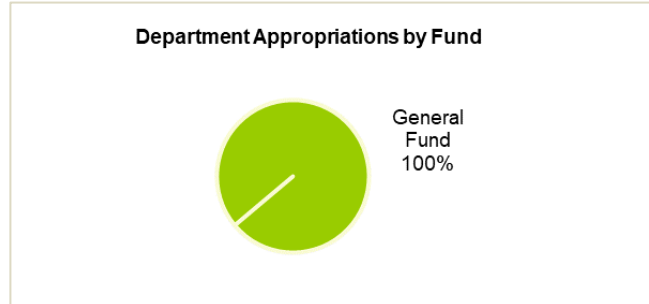
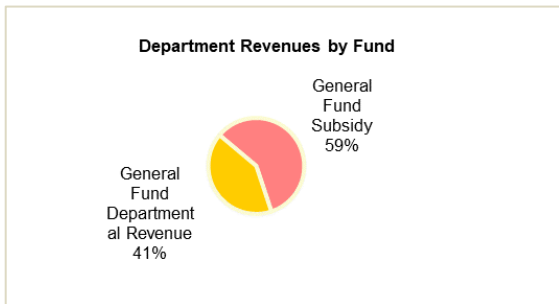
Human Resources

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	10.00	10.00	10.00	10.25	10.25
Hourly Employee Hours	0	8	138	8	8
Revenues					
Overhead Allocation Recovery	697,869	724,714	724,714	757,455	779,345
General Fund Subsidy	865,732	953,635	894,049	1,080,101	1,189,239
Total Department Revenue	\$ 1,563,601	\$ 1,678,349	\$ 1,618,763	\$ 1,837,556	\$ 1,968,584
Expenditures					
Salaries and Benefits	\$ 1,282,432	\$ 1,334,724	\$ 1,290,138	\$ 1,568,875	\$ 1,623,612
Supplies and Services	281,169	313,625	303,625	308,371	316,649
Special Projects	-	30,000	25,000	47,500	30,000
Departmental Reductions	-	-	-	(81,336)	-
Total Department Expenditures	\$ 1,563,601	\$ 1,678,349	\$ 1,618,763	\$ 1,843,410	\$ 1,970,261

The Administrative Services Department is budgeted in the General Fund and the Information Technology ICS Fund.

Department Fund Composition

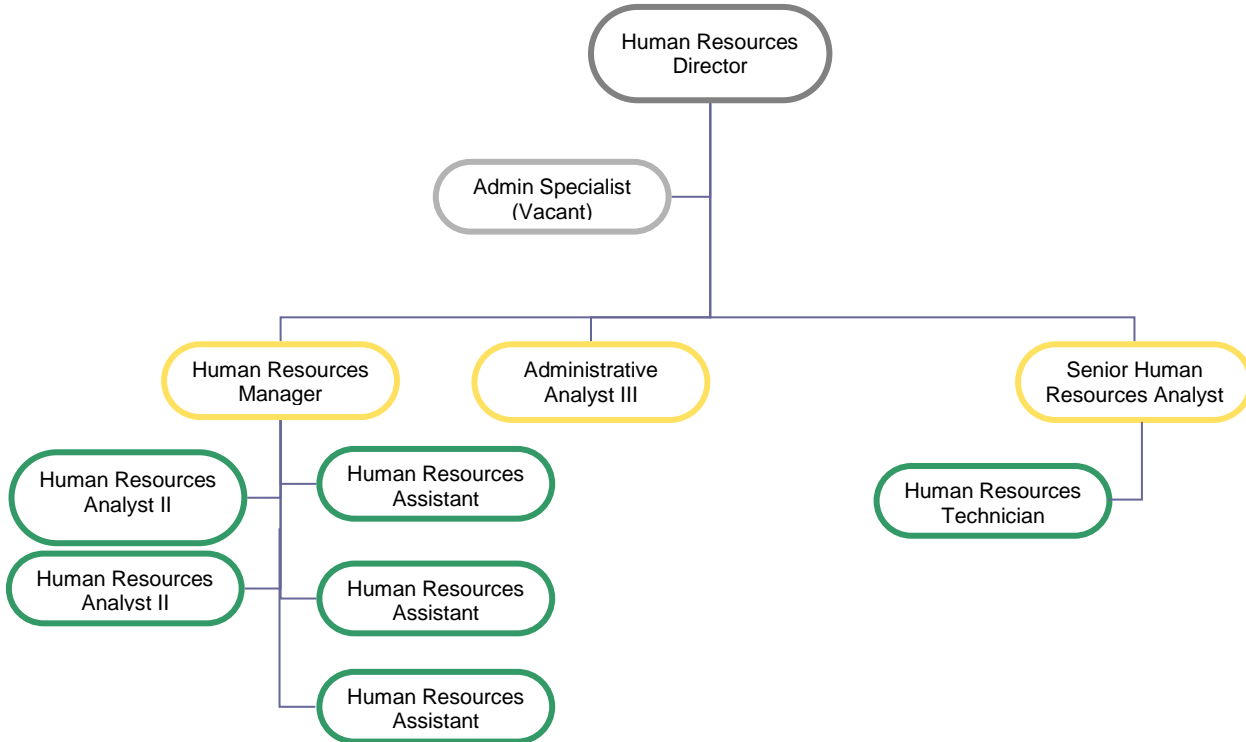




DEPARTMENT SUMMARY

Human Resources

Organizational Program Chart



HUMAN RESOURCES PROGRAMS

➤ Human Resources



RECENT PROGRAM ACHIEVEMENTS

With a focus on employees and continuous improvement, HR implemented new programs and processes that created efficiencies and consistency.

Human Resources

(Programs No. 1531, 1533)

Mission Statement

Through strategic partnerships and collaboration with departments and the public, Human Resources develops and delivers programs and services to support and strengthen the City's workforce to deliver the highest standard of service to the public.

Program Activities

- Human Resources Management: provide a well-developed program of Human Resources services to a workforce of approximately 1,500 regular and hourly employees.
- Talent Acquisition: strategically recruit quality candidates for City positions.
- Employee Relations: provide ethical advice and support to departments and employees on employee relations matters, such as disciplinary actions, performance issues and investigations.
- Human Resources Compensation and Classification: develop and administer a system to accurately document and process employee compensation and personnel actions. Develop and maintain job descriptions and classification plan, which includes over 400 job cla
- Civil Service Commission: provide staff support to the commission.
- Benefits Administration: support the City's workforce on all aspects relating to employee benefit programs such as Health and Wellness, Life, Disability, Spending Accounts, Deferred Compensation, Retirement and Leave of Absence.
- Employee Development: offer employee training and development opportunities, as well as legally mandated and compliance related trainings. Conduct on-boarding programs for new and newly promoted employees.
- Legal Compliance: align the City's Human Resources activities with Federal and State employment laws and industry best practices.

Project Objectives for Fiscal Year 2022

- Implement a method to measure alignment of City of Santa Barbara employment demographics with the demographics of the community.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	10.00	10.00	10.00	10.25	10.25
Hourly Employee Hours	0	8	138	8	8
Revenues					
Overhead Allocation Recovery	697,869	724,714	724,714	757,455	779,345
General Fund Subsidy	865,732	953,635	894,049	1,080,101	1,189,239
Total Revenue	\$ 1,563,601	\$ 1,678,349	\$ 1,618,763	\$ 1,837,556	\$ 1,968,584
Expenditures					
Salaries and Benefits	\$ 1,282,432	\$ 1,334,724	\$ 1,290,138	\$ 1,568,875	\$ 1,623,612
Supplies and Services	281,169	313,625	303,625	308,371	316,649
Special Projects	-	30,000	25,000	47,500	30,000
Departmental Reductions	-	-	-	(81,336)	-
Total Expenditures	\$ 1,563,601	\$ 1,678,349	\$ 1,618,763	\$ 1,843,410	\$ 1,970,261

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that City supervisors and managers complete 85% of employee performance evaluations on-time.				
Percent of evaluations completed on-time	88%	85%	85%	85%
Provide 95% of classification recommendations to the requesting department within 45 working days.				
Percent of classification studies completed on time	100%	95%	95%	95%
Complete internal (promotional) recruitments within an average of 39-working days				
Working days from requisition to certification date.	36	39	39	39
Complete external (open) recruitments within an average of 49-working days				
Working days from requisition to certification date.	29	49	49	49
Maintain an 85% satisfaction rate of recruitment survey respondents				
Percentage of recruitment survey respondents who were very satisfied/exceeded expectation.	100%	85%	85%	85%
Ensure that at least 80% of new employees complete their first year of employment				
Percentage of employees who successfully complete one year of employment.	78%	80%	80%	80%
Conduct quarterly retirement workshops with PERS representatives and City staff				
PERS workshops held.	4	4	4	4

PROGRAMS & SERVICES

Human Resources (Continued)

Measurable Objectives for Fiscal Year 2022 (Cont'd)

Ensure that 90% of newly hired and/or newly eligible employees independently complete the online benefits enrollment process within 30 calendar days				
Percent of employees completing benefits enrollment.	90%	90%	90%	90%
Hold training updates with department liaisons on pertinent issues related to Human Resources				
Training updates held for liaisons.	4	2	4	4
Provide three (3) required anti-harassment trainings to managers/supervisors and/or staff				
Anti-harassment trainings held.	3	3	3	3
Ensure that I-9 documentation is correct and up to date.				
Percentage of correct documentation	100%	100%	100%	100%

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Number of applications reviewed/processed.	6,866	7,500	7,500	7,500
Recruitments conducted	122	80	80	80
Employees (regular and hourly) hired	403	400	400	400
Regular employee turnover (annual)	11.30%	7.50%	7.50%	7.50%
Percent of Management positions filled by internal promotion	85%	75%	75%	75%
Percent Supervisory positions filled by internal promotion	85%	80%	80%	80%
Personnel actions processed by HR staff	4,862	2,800	2,800	3,000
Ratio of submitted applications to applications referred to Eligibility List		50%	50%	50%
Average length of service of regular full-time employees (years)	11	8	8	8
Percentage of employees who are enrolled in City benefits	90%	90%	90%	90%



DEPARTMENT SUMMARY

Information Technology

The Information Technology Department improves City business processes using technology, while maintaining secure and reliable access to information.



About Information Technology

The Information Technology Department provides reliable and secure computer infrastructure with high-speed network access to City facilities; implements and supports major software applications (including financial and asset Management, permitting, document management, and GIS); web and online interfaces; Help Desk and user support services, and computer training; and, supports departments in selecting, procuring, and implementing enterprise and line-of-business applications.

Fiscal Year 2022 Budget Highlights

The Information Technology Department will be responsible for:

- Maintaining at least 99% uptime of the City's Network and critical file and application servers.
- Replacing network assets in accordance with the end of life schedule.
- Replacing 20% of the City's desktop inventory.
- Launching the City's new website.
- Leading the version upgrade of the City's financial management system.
- Migrating the City from on-premise email service to Office 365.



DEPARTMENT SUMMARY

Information Technology

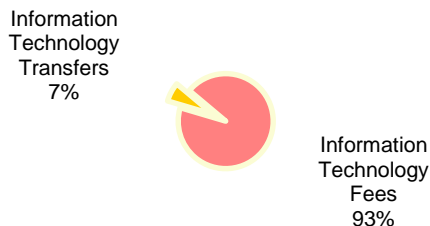
Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	16.15	17.15	17.15	18.25	18.25
Hourly Employee Hours	1,131	1,837	429	0	0
Revenues					
Fees and Service Charges	\$ 3,667,707	\$ 3,730,527	\$ 3,730,527	\$ 4,485,985	\$ 4,773,668
Transfer In	561,365	1,360,576	1,251,882	313,773	386,613
Total Department Revenue	\$ 4,229,072	\$ 5,091,103	\$ 4,982,409	\$ 4,799,758	\$ 5,160,281
Expenditures					
Salaries and Benefits	\$ 2,735,856	\$ 2,735,929	\$ 2,418,173	\$ 2,966,110	\$ 3,051,089
Supplies and Services	1,210,459	1,127,032	1,090,087	1,551,821	1,563,452
Special Projects	445	883	388	818	200
Departmental Reductions	-	-	-	(197,983)	-
Non-Capital Equipment	8,714	22,290	11,845	12,130	12,640
Total Department Expenditures	\$ 3,955,473	\$ 3,886,134	\$ 3,520,493	\$ 4,332,896	\$ 4,627,381
Capital Program	518,431	2,283,757	1,808,018	615,390	484,697
Total Department Expenditures	\$ 4,473,904	\$ 6,169,890	\$ 5,328,511	\$ 4,948,286	\$ 5,112,078
Addition to (Use of) Reserves	\$ (244,832)	\$ (1,078,787)	\$ (346,102)	\$ (148,528)	\$ 48,203

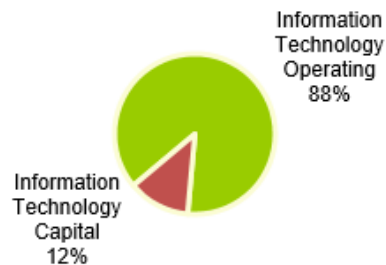
The Administrative Services Department is budgeted in the General Fund and the Information Technology ICS Fund.

Department Fund Composition

Department Revenues by Fund



Department Appropriations by Fund

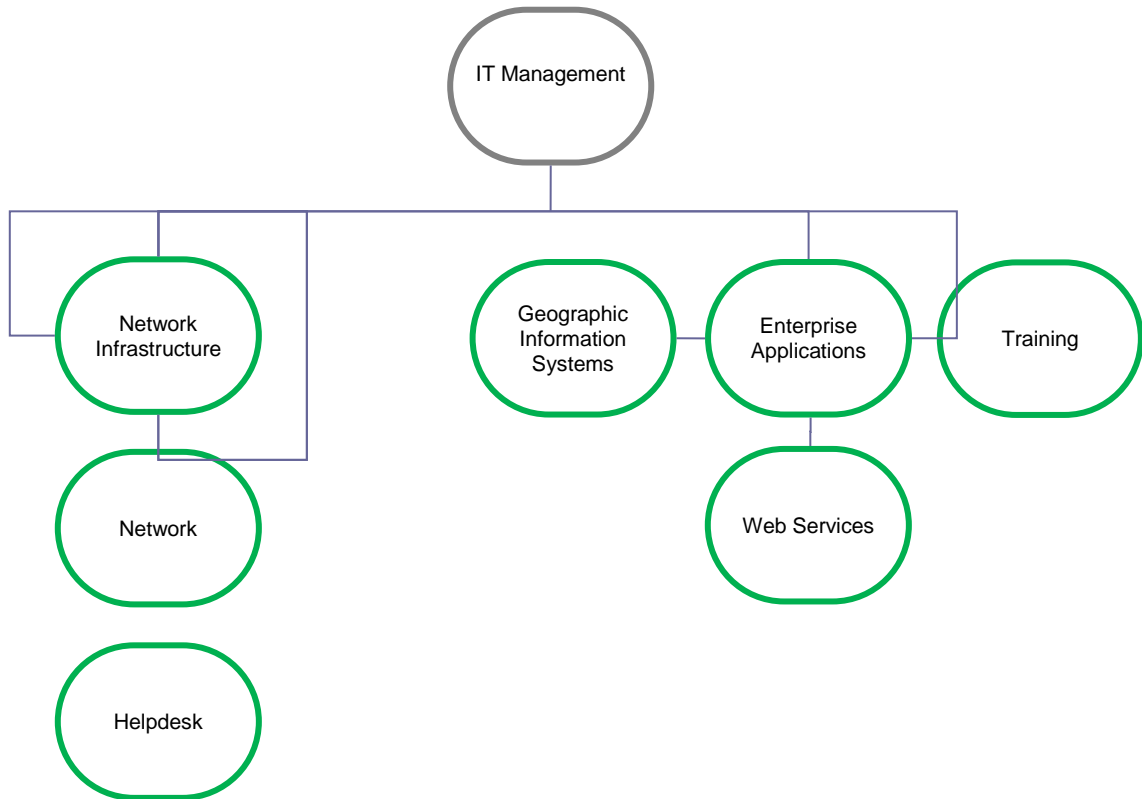




DEPARTMENT SUMMARY

Information Technology

Organizational Program Chart



INFORMATION TECHNOLOGY PROGRAMS

Information Technology

Information Technology

(Program No. 1541, 1542, 1543)

Mission Statement

Provide vision and direction to improve City business processes using technology, while maintaining secure and reliable access to information.

Program Activities

- Provide a reliable and secure computer infrastructure with high-speed network access to City facilities.
- Maintain, upgrade, and support 950 desktop computers and 160 infrastructure and application servers.
- Support the Munis Financial Management System (FMS) and City-wide and departmental application systems.
- Provide computer training for City staff.
- Provide a single source Help Desk support service for quick and effective problem diagnosis and resolution.
- Provide easily maintained and user friendly public Web site to residents and internal SharePoint services to City staff.
- Provide technical assistance support to departments for hardware selection, applications, and operations.
- Provide Geographic Information Services (GIS) consisting of a centralized GeoDatabase with interfaces to other databases to support City business processes.
- Support Departments in selecting large enterprise-wide or department-specific applications, including needs assessment, developing and issuing Requests for Proposals, evaluating and ranking proposals, coordinating vendor demos, conducting contract negotia
- Provide project management services for enterprise-wide and department-specific application upgrades and new implementations.

Project Objectives for Fiscal Year 2022

- Launch the City's new website by June 30, 2022.
- Lead the upgrade of Tyler Munis financial management system.
- Migrate City mail to Office 365 and roll out teams and One Drive to City departments.



RECENT PROGRAM ACHIEVEMENTS

Installed virtual private network, configured 400 laptops, and created 20 electronic signature forms to facilitate remote work during the COVID pandemic.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	16.15	17.15	17.15	18.25	18.25
Hourly Employee Hours	1,131	1,837	429	0	0
Revenues					
Fees and Service Charges	3,667,707	3,730,527	3,730,527	4,485,985	4,773,668
Transfer In	561,365	1,360,576	1,251,882	313,773	386,613
Total Revenue	\$ 4,229,072	\$ 5,091,103	\$ 4,982,409	\$ 4,799,758	\$ 5,160,281
Expenditures					
Salaries and Benefits	\$ 2,735,856	\$ 2,735,929	\$ 2,418,173	\$ 2,966,110	\$ 3,051,089
Supplies and Services	1,210,459	1,127,032	1,090,087	1,551,821	1,563,452
Special Projects	445	883	388	818	200
Departmental Reductions	-	-	-	(197,983)	-
Non-Capital Equipment	8,714	22,290	11,845	12,130	12,640
Total Expenditures	\$ 3,955,473	\$ 3,886,134	\$ 3,520,493	\$ 4,332,896	\$ 4,627,381
Capital Program	518,431	2,283,757	1,808,018	615,390	484,697
Addition to (Use of) Reserve:	\$ (244,832)	\$ (1,078,787)	\$ (346,102)	\$ (148,528)	\$ 48,203

Information Technology (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Resolve support incidents within 1 business day.				
Percent of support incidents that are resolved within 1 business day	65.0%	75.0%	50.0%	75.0%
Resolve major outages within 1 Business Day.				
Percent of major outages resolved in 1 business day	100.0%	98.0%	98.0%	98.0%
Maintain uptime of the City's Wide Area Network and critical file and application servers.				
Percent uptime for City WAN and critical support servers	99.0%	99.8%	99.8%	99.8%
Maintain uptime of the City's Financial Management Systems.				
Percent uptime for City's Financial Management Systems	98.9%	99.8%	99.8%	99.8%
Maintain an uptime of the City's Centralized GIS and MAPS servers.				
Percent uptime for City GIS and MAPS servers	100.0%	99.8%	99.8%	99.8%
Maintain customer satisfaction rating on service requests.				
Percent of employees surveyed reporting satisfactory ratings	98.0%	95.0%	95.0%	95.0%
Ensure employees report that training provided will result in improvements in their ability to use desktop applications.				
Percent of employees reporting that the training improved their ability to use desktop applications	100.0%	99.0%	99.0%	99.0%
Replace desktop computers according to the asset inventory schedule.				
Percentage of desktop inventory replaced.	N/A	N/A	N/A	20%
Replace network equipment according to the end of life schedule.				
Number of network assets replaced.	N/A	N/A	N/A	7

PROGRAMS & SERVICES

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Service Incidents completed	5,436	4,000	7,000	6,000
Infrastructure Support service requests completed	5,049	3,500	5,200	4,500
Critical out-of-service incidents	5	5	10	5
Enterprise application service requests completed	125	150	70	150
GIS service requests completed	343	700	544	700
Web service requests completed	209	800	232	750
Computer users supported	979	1,015	1,015	1,015
Computer workstation devices supported	929	920	955	930
Computer users support per FTE (6)	162	168	169	165
Munis users support per FTE (2)	220	220	182	200
GIS users support per FTE (2)	262	320	252	275
Web content managers support per FTE (1.5)	129	145	110	120
Training Enrollments	578	800	270	580
After-hours emergency support incidents	14	10	10	10

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DEPARTMENT SUMMARY

Library

Provide information services, reading materials, and educational resources to residents of all ages from Santa Barbara to Carpinteria.

About the Library

The Library Department connects residents of Santa Barbara with a broad range of resources to support their educational goals as well as to provide materials for leisure reading and cultural enrichment.



In addition to providing free access to physical and digital materials for information and entertainment, the Library provides computer and internet access at Library locations and through technology available for checkout. Library programming offers opportunities for people of all ages, including early literacy classes, science, technology, and maker classes, career resources, and college readiness classes for teens; one-on-one support for business owners, job-seekers, and those pursuing citizenship; tech classes for seniors; and a broad selection between. The Library celebrates local Santa Barbara history, supports the local community of artists, writers, and creators, and facilitates opportunities for local residents to connect with other community organizations.

Santa Barbara library staff work to serve all community members, including Black, Indigenous, and people of color, immigrants, people with disabilities, and the most vulnerable in our communities, offering services and educational resources to help transform communities, open minds, and promote inclusion, diversity, equity, and justice.

Fiscal Year 2022 Budget Highlights

The new, custom built Library On-the-Go Van will officially launch, reaching those who face barriers to accessing the Library. The van will be fully equipped with Wi-Fi, hotspots, laptops, and materials for checkout and will offer engaging programming for seniors, job-seekers, caregivers, and youth of all ages. The Library will also expand the grant funded Stay and Play informal caregiver classes to partner sites and all library locations, increasing access to resources and early literacy instruction to underserved populations.



DEPARTMENT SUMMARY

Library

The Central and Eastside libraries serve the residents of Santa Barbara, while the Carpinteria and Montecito branch libraries are owned and funded by the County of Santa Barbara and administered under an agreement with the City. Coordination and administration of the network of libraries allows for the sharing of resources.

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	33.00	34.80	34.80	37.40	37.40
Hourly Employee Hours	26,536	26,520	5,623	16,744	15,340
Revenues					
Donations	\$ 296,035	\$ 293,700	\$ 312,755	\$ 183,700	\$ 183,700
Fees and Service Charges	147,932	298,984	279,799	192,995	192,995
Grants	200	-	-	-	-
Interest Income	-	-	-	-	-
Intergovernmental	1,447,370	2,081,132	2,084,166	1,671,079	1,318,522
Library Fines	22,557	27,725	7,123	27,725	27,725
Library Gift Funds	135,588	42,769	-	-	-
Other Revenue	29,018	122,630	121,022	-	-
Rents	28,665	43,350	9,285	43,350	50,350
General Fund Subsidy	4,194,303	4,704,020	4,241,528	5,207,627	5,729,552
Total Department Revenue	\$ 6,301,669	\$ 7,614,310	\$ 7,055,678	\$ 7,326,476	\$ 7,502,844
Expenditures					
Salaries and Benefits	\$ 3,795,511	\$ 4,415,823	\$ 3,846,514	\$ 5,016,961	\$ 5,163,865
Supplies and Services	1,910,165	2,592,113	2,551,664	1,937,316	2,011,960
Departmental Reductions	-	-	-	(265,726)	-
Capital Equipment	558,705	565,674	565,654	671,942	732,763
Transfers Out	539	856	856	856	856
Total Operating Expenditures	\$ 6,264,920	\$ 7,574,466	\$ 6,964,688	\$ 7,361,349	\$ 7,909,444
Addition to (Use of) Reserves	\$ 36,749	\$ 39,844	\$ 90,990	\$ (34,873)	\$ (406,600)
Capital Program	\$ 235,928	\$ 3,186,943	\$ 16,686,943	\$ 1,713,000	\$ 200,000

The Library Department is budgeted in the General Fund and the County Library Fund.

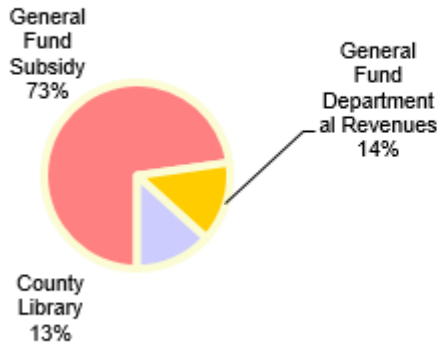


DEPARTMENT SUMMARY

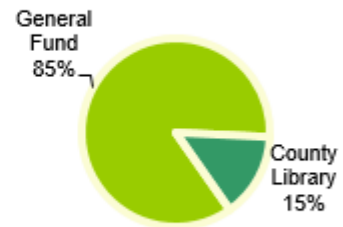
Library

Department Fund Composition

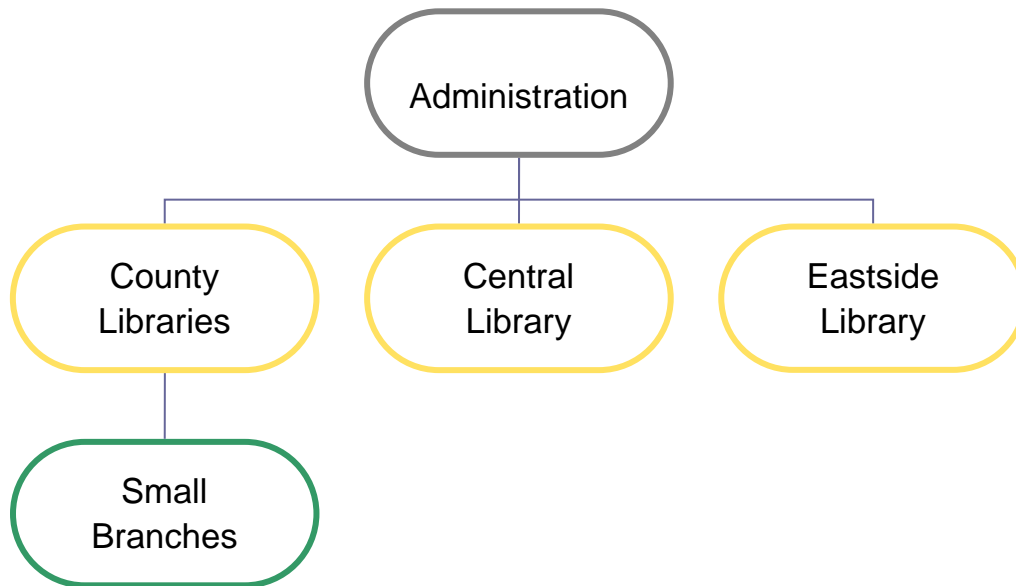
Department Revenues by Fund



Department Appropriations by Fund



Program Organizational Chart



LIBRARY PROGRAMS

- **Administration**
 - Central Library
 - Eastside Library
 - Montecito Library
 - Carpinteria Library
 - Library On the Go

Administration

(Program No. 5111)

Mission Statement

Provide leadership, planning and direction, and anticipate and address the library services needs of residents.

Program Activities

- Direct program and staff providing library services to residents of southern Santa Barbara County.
- Prepare budget, payroll, correspondence, public relations materials, reports, documents, accounts and purchase orders.
- Participate in activities of library organizations, citizen groups, state and local government boards, and committees.
- Develop strategic partnerships within the community that will enhance civic engagement and provide community engagement.
- Maintain cybersecurity best practices on public access computers on the library network.



RECENT PROGRAM ACHIEVEMENTS

Launched Student Success Cards to support students of SBUSD; identified a new catalog system to improve usability; and increased services to Spanish-speaking patrons

Project Objectives for Fiscal Year 2022

- Work with Santa Barbara Public Library Foundation to advance the Library Plaza capital campaign goal of raising \$5 million to fund the project.
- Ensure that all program budgets are within Fiscal Year 2022 expenditure and revenue budget appropriations, and that any revenue shortfalls are covered by expenditure savings.
- Continue working with the County of Santa Barbara and the County Library Advisory Committee to develop a finance and governance model for the libraries within Santa Barbara County.
- Complete Edge 2.0 technology needs assessment. Use findings to update a Technology Plan that includes disaster recovery.
- Update Collection Development Policy and present to Library Board. Develop collection maintenance plan with deacquisition standards by collection and Dewey ranges.
- Expand grant-funded Stay and Play program to partner sites, Carpinteria, and Montecito Libraries.
- Develop a long term plan for assessing community need and outcomes of Spanish-language programs, services, outreach, and communications.
- Incorporate equity, diversity, and inclusion values into our service model, and develop a long term plan that includes initiatives to fully realize these values in our work.
- Transition to a user friendly online catalog, and ensure that the County of Santa Barbara and Black Gold are updated on all actions taken in a timely manner.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.00	3.00	3.00	3.00	3.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 134,885	\$ 164,248	\$ 164,248	\$ 170,595	\$ 170,595
Other Revenue	8,078	-	-	-	-
General Fund Subsidy	634,878	473,290	373,072	378,064	683,806
Total Revenue	\$ 777,842	\$ 637,538	\$ 537,320	\$ 548,659	\$ 854,401
Expenditures					
Salaries and Benefits	\$ 647,049	\$ 509,802	\$ 409,578	\$ 527,938	\$ 544,319
Supplies and Services	130,793	127,736	127,742	286,447	310,082
Departmental Reductions	-	-	-	(265,726)	-
Total Expenditures	\$ 777,842	\$ 637,538	\$ 537,320	\$ 548,659	\$ 854,401
Capital Program	235,928	3,186,943	16,686,943	1,713,000	200,000

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure accomplishment of at least 80% of departmental program objectives.				
Percent of program objectives accomplished	62.0%	80.0%	80.0%	80.0%
Ensure 95% of new staff complete onboarding and training checklist within 90 days of hire date.				
Percent of new staff members undergoing training	100%	95%	95%	95%
Ensure 30% of full time staff members participate in a professional development conference or course.				
Percent of FT staff members attending professional development	80%	30%	30%	30%
Apply for no less than 12 grant opportunities.				
Number of submitted grant applications	18	12	12	12
Purchase additional copies of 95% high-demand print materials, adding a copy for every fourth person on the waitlist.				
Percentage of high-demand items meeting the 4:1 holds ratio	70%	95%	85%	95%
Fulfill 90% of users' purchase requests for all printed and AV materials that conform to the Library's Collection Development Policy.				
Percent of purchase requests fulfilled	95%	90%	85%	90%
Fulfill 70% of users' purchase requests for all digital materials that conform to the Library's Collection Development Policy.				
Percent of purchase requests fulfilled	1%	70%	5%	70%
Ensure that 98% of new (physical) library materials circulate within 12 months.				
Percentage of new (physical) library materials that circulate within 12 months	93%	98%	98%	98%
Achieve an average wait time of 30 days for Overdrive digital materials				
Average wait time in days for Overdrive digital materials	48	30	50	30
Ensure the addition of 25,000 print and a/v materials to the collection.				
Print and a/v materials added to collection	14,382	25,000	25,000	25,000
Ensure the addition of 40,000 digital materials to the collection.				
Digital materials added	17,621	25,000	25,000	40,000

PROGRAMS & SERVICES

Administration (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
City libraries per capita expenditure from state and local funds	\$61.32	\$61.13	\$61.13	\$61.13
County libraries per capita expenditure from state and local funds	\$35.16	\$35.16	\$35.16	\$35.16
County per capita appropriation	\$7.80	\$7.80	\$7.80	\$7.80
Incidents/rule violations logged	540	700	700	350
911 or Police Dispatch calls	60	75	75	25

LIBRARY PROGRAMS

- Administration
- **Central Library**
- Eastside Library
- Montecito Library
- Carpinteria Library
- Library On the Go

Central Library (Program No. 5114)

Mission Statement

Provide information services, programming and equal access to materials for all residents of the Central Library service area in order to promote reading and lifelong learning.

Program Activities

- Provide access to the library's collections using an automated circulation system, and a dynamic website that offers access to downloadable materials and databases.
- Offer a variety of programs and classes that foster creativity and lifelong learning including: early literacy classes; classes for school age children focusing on science, technology, engineering, arts, math; book clubs and events for adults.
- Provide quality reference assistance and reader's advisory for people in the library, by telephone and online via the library's website.
- Provide and coordinate Adult Literacy services system-wide.
- Coordinate a One Community/One Book program focused on engaging multi-generational participation, programming for community members, and opportunities for community partnerships and local businesses.
- Coordinate a youth summer reading and learning program that promotes reading and supports community education goals in order to prevent summer learning loss.
- Coordinate an adult summer reading program to encourage literacy, support art and culture, and foster community engagement.
- Work with the newly-installed Poet Laureate of the City of Santa Barbara to create Library programming including free community poetry readings and/or workshops.
- Support local businesses and job-seekers by hosting career fairs, workshops, job-training, and other workforce development activities.



RECENT PROGRAM ACHIEVEMENTS

Business databases and classes for entrepreneurs and business owners;
\$250,000 grant to expand Stay and Play caregiver and early literacy.

Project Objectives for Fiscal Year 2022

- Implement a digitization plan to preserve and increase access to local history archives currently available on microfilm.
- Develop partnerships to begin a collection of circulating passes to museums and local cultural institutions.
- Implement communication and recognition plan for volunteers and transition volunteer management to Better Impact volunteer management software.
- Upon completion of the upper level needs assessment, work with a consultant for phase one design concept for the renovation to modernize the space and make it more functional.
- If Broadband grant is awarded, upgrade Central Library's Wi-Fi network.
- Update and standardize collection codes and shelf locations in catalog for ease of use.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	23.65	27.65	27.65	28.85	28.85
Hourly Employee Hours	16,491	16,380	1,775	8,580	7,020
Revenues					
Donations	\$ 93,334	\$ 91,500	\$ 110,375	\$ 26,500	\$ 26,500
Fees and Service Charges	6,760	123,836	114,461	12,500	12,500
Grants	200	-	-	-	-
Intergovernmental	847,902	1,355,737	1,358,771	890,474	818,367
Library Fines	17,447	21,500	6,500	21,500	21,500
Library Gift Funds	135,588	-	-	-	-
Other Revenue	20,766	116,830	120,442	-	-
Rents	21,504	33,000	8,250	33,000	40,000
General Fund Subsidy	3,204,593	3,857,162	3,573,940	4,371,699	4,574,633
Total Revenue	\$ 4,348,094	\$ 5,599,565	\$ 5,292,739	\$ 5,355,673	\$ 5,493,500
Expenditures					
Salaries and Benefits	\$ 2,569,779	\$ 3,194,435	\$ 2,929,104	\$ 3,741,424	\$ 3,831,014
Supplies and Services	1,386,573	2,040,134	1,998,659	1,201,119	1,245,241
Capital Equipment	391,742	364,996	364,976	413,130	417,245
Total Expenditures	\$ 4,348,094	\$ 5,599,566	\$ 5,292,739	\$ 5,355,673	\$ 5,493,500

PROGRAMS & SERVICES

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve circulation at 600,000.				
Items checked out	749,877	900,000	900,000	600,000
Achieve youth attendance of 10,000 at Central library programs and classes.				
Youth program attendance	19,570	32,000	32,000	10,000
Achieve young adult attendance of 1,000 at Central Library programs and classes.				
Young adult program attendance	1,847	5,000	1,500	1,000
Achieve adult attendance of 5,000 at Central library programs and classes.				
Adult program attendance	10,875	14,000	14,000	5,000
Achieve 30% increase in customer interaction with social media and online content.				
Social media, website and newsletter statistics	40.00%	30.00%	30.00%	30.00%
Ensure at least 60% of adult literacy learners achieving California Library Literacy Services goals.				
Percentage of learners achieving goals	96%	60%	60%	60%
Train and match 50 tutors.				
Tutors trained and matched	N/A	N/A	N/A	50
Achieve 800 SBPL Works! Consultations.				
Consultations held	N/A	N/A	N/A	800

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Percent of circulation from self-check kiosks	76%	75%	75%	75%
Circulation per capita for Central library service area	8.8	10.5	10.5	6.9
Visits to Central Library	343,064	456,000	456,000	228,000
Public computer sessions	41,925	62,000	62,000	31,000
Public wireless sessions	89,142	150,000	155,000	75,000
Items supplied to patrons for check-out via requests made in online catalog	58,806	72,000	72,000	80,000
Expenditure per capita for Central Library materials	\$3.97	\$4.08	\$4.41	\$4.31

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LIBRARY PROGRAMS

- Administration
- Central Library
- **Eastside Library**
- Montecito Library
- Carpinteria Library
- Library On the Go



RECENT PROGRAM ACHIEVEMENTS

Successfully piloted Stay and Play early literacy and caregiver classes and increased programming in Spanish. Reopened with renovated, flexible space that can better serve the community.

Eastside Library

(Program No. 5115)

Mission Statement

Provide information services, programming and equal access to materials for all residents of the Eastside Library service area in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs and classes that foster creativity and lifelong learning including: early literacy classes; classes for school age children focusing on science, technology, engineering, arts, math; book clubs and events for adults.
- Provide quality reference assistance and reader's advisory for people in the library and by telephone.
- Provide meeting rooms for community use.
- Provide computers, internet access, Wi-Fi, and computer assistance to all ages.
- Participate in a One Community/One Book program focused on engaging multi-generational participation, programming for community members, and opportunities for community partnerships and local businesses.
- Participate in offering a youth summer reading and learning program that promotes reading and supports community education goals in order to prevent summer learning loss.
- Participate in offering an adult summer reading program to encourage literacy, support art and culture, and foster community engagement.

Project Objectives for Fiscal Year 2022

- Working with community partners and local residents, continue with the neighborhood needs assessment to evaluate services and programs at the Eastside Library.
- Finalize renovation of Eastside Library by creating a welcoming and functional lobby space.
- Work with a consultant to develop a design for the renovation of the Eastside Patio into an early learning environment.
- In collaboration with partner organizations, offer a series of business related workshops that incorporate instruction on the use of speciality library business databases.
- Offer a series of computer classes in Spanish.
- If Broadband grant is awarded, upgrade Eastside Library's Wi-Fi network.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	3,339	3,120	797	1,300	1,300
Revenues					
Donations	\$ 1,396	\$ 200	\$ 200	\$ 200	\$ 200
Fees and Service Charges	2,149	4,650	465	3,650	3,650
Library Fines	1,309	1,800	180	1,800	1,800
Other Revenue	5	-	-	-	-
Rents	5,831	7,850	785	7,850	7,850
General Fund Subsidy	354,832	373,568	294,516	340,521	351,764
Total Revenue	\$ 365,522	\$ 388,068	\$ 296,146	\$ 354,021	\$ 365,264
Expenditures					
Salaries and Benefits	\$ 257,195	\$ 274,492	\$ 181,924	\$ 231,776	\$ 241,853
Supplies and Services	69,703	70,540	71,186	71,016	72,182
Capital Equipment	38,624	43,036	43,036	51,229	51,229
Total Expenditures	\$ 365,521	\$ 388,068	\$ 296,146	\$ 354,021	\$ 365,264

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain circulation at 40,000.				
Items checked out	47,998	82,000	82,000	40,000
Achieve youth attendance of 1,500 at Eastside library programs.				
Youth program attendance	4,541	13,000	13,000	1,500
Apply for no less than 2 grant opportunities.				
Submitted grant applications	3	2	2	2
Achieve young adult attendance of 500 at Eastside library programs.				
Young adult attendance	N/A	N/A	N/A	500
Achieve adult attendance of 1,000 at Eastside library programs.				
Adult attendance	N/A	N/A	N/A	1,000
Achieve 100 SBPL Works! Consultations				
Consultations held	N/A	N/A	N/A	100

PROGRAMS & SERVICES

Eastside Library (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Percent of circulation from self-check kiosks	58%	75%	75%	75%
Circulation per capita for Eastside library service area	6.53	8.80	8.80	5.44
Visits to Eastside Library	40,098	10,200	10,200	5,100
Public computer sessions	10,808	10,000	8,000	5,000
Public wireless sessions	36,521	50,000	52,000	25,000
Items supplied to patrons for check-out via requests made in online catalog	5,695	8,000	8,000	5,000
Expenditure per capita for Eastside Library materials	\$4.56	\$5.81	\$5.81	\$6.70

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LIBRARY PROGRAMS

Administration
Central Library
Eastside Library

- **Montecito Library**
Carpinteria Library
Library On the Go

Montecito Library (Program No. 5127)

Mission Statement

Provide information services, programming and equal access to materials for all residents of Montecito in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs and classes that foster creativity and lifelong learning including: early literacy classes; classes for school age children focusing on science, technology, engineering, arts, math; book clubs and events for adults.
- Provide quality reference assistance and reader's advisory for people in the library and by telephone.
- Provide computers, internet access, Wi-Fi, and computer assistance to all ages.
- Participate in a One Community/One Book program focused on engaging multi-generational participation, programming for community members, and opportunities for community partnerships and local businesses.
- Participate in offering a youth summer reading and learning program that promotes reading and supports community education goals in order to prevent summer learning loss.
- Participate in offering an adult summer reading program to encourage literacy, support art and culture, and foster community engagement.

Project Objectives for Fiscal Year 2022

- Expand local history speaker series through continued collaboration with the Montecito Association and the History Committee.
- Modeling Central Library's informal caregiver classes introduce Stay and Play concepts into Garden Storytime to increase access to library resources and early literacy instruction.



RECENT PROGRAM ACHIEVEMENTS

Successfully launched staff led technology help sessions for more in depth assistance with basic computer skills, downloadable material, and library app use.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.14	0.94	0.94	0.94	0.94
Hourly Employee Hours	2,635	3,120	1,410	2,964	3,120
Revenues					
Donations	\$ 125,561	\$ 126,000	\$ 127,080	\$ 126,000	\$ 126,000
Fees and Service Charges	2,037	3,500	350	3,500	3,500
Intergovernmental	215,015	274,236	274,236	278,065	82,547
Library Fines	1,261	1,550	155	1,550	1,550
Library Gift Funds	-	42,769	-	-	-
Other Revenue	83	2,900	290	-	-
Total Revenue	\$ 343,956	\$ 450,955	\$ 402,111	\$ 409,115	\$ 213,597
Expenditures					
Salaries and Benefits	\$ 136,067	\$ 184,169	\$ 133,045	\$ 175,824	\$ 193,143
Supplies and Services	143,425	163,246	163,299	143,945	148,033
Capital Equipment	54,082	59,132	59,132	70,334	70,334
Transfers Out	250	397	397	397	397
Total Expenditures	\$ 333,824	\$ 406,944	\$ 355,873	\$ 390,500	\$ 411,907
Addition to (Use of) Reserves	\$ 10,132	\$ 44,011	\$ 46,238	\$ 18,615	\$ (198,310)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve circulation of 55,000				
Items checked out	71,775	93,000	93,000	55,000
Achieve attendance of 1,500 at Montecito youth programs.				
Youth program attendance	695	1,500	1,500	1,500
Apply for no less than 2 grant opportunities.				
Submitted grant applications	1	2	2	2

PROGRAMS & SERVICES

Montecito Library (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Circulation per capita	6.37	8.26	8.26	5.45
Visits to Montecito Library	39,871	50,000	50,000	25,000
Public computer sessions	1,509	2,500	2,500	1,200
Public wireless sessions	5,634	7,500	7,500	3,750
Items supplied to patrons for check-out via requests made in online catalog	11,038	15,000	15,000	9,000
Expenditure per capita for Montecito Library materials	\$2.72	\$5.81	\$5.81	\$6.97

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LIBRARY PROGRAMS

Administration
Central Library
Eastside Library
Montecito Library
Carpinteria Library
Library On the Go



RECENT PROGRAM ACHIEVEMENTS

Successfully launched Storywalk, an interactive experience that encouraged families to enjoy stories and activities while outside. Stories were displayed in local business shop windows

Carpinteria Library (Program No. 5128)

Mission Statement

Provide information services, programming and equal access to materials for all residents of Carpinteria in order to promote reading and lifelong learning.

Program Activities

- Circulate collection materials, collect fines and fees, fill reserve requests, and provide information on use of the library.
- Offer a variety of programs and classes that foster creativity and lifelong learning including: early literacy classes; classes for school age children focusing on science, technology, engineering, arts, math; book clubs and events for adults.
- Provide quality reference assistance and reader's advisory for people in the library and by telephone.
- Provide meeting rooms for community use.
- Provide computers, internet access, Wi-Fi, and computer assistance to all ages.
- Participate in a One Community/One Book program focused on engaging multi-generational participation, programming for community members, and opportunities for community partnerships and local businesses.
- Participate in offering a youth summer reading and learning program that promotes reading and supports community education goals in order to prevent summer learning loss.
- Participate in offering an adult summer reading program to encourage literacy, support art and culture, and foster community engagement.

Project Objectives for Fiscal Year 2022

- Modeling Central Library's successful pilot of informal caregiver classes, introduce Stay and Play to increase access to library resources and early literacy instruction to underserved populations.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.21	1.21	1.21	1.21	1.21
Hourly Employee Hours	4,071	3,900	1,641	3,900	3,900
Revenues					
Donations	\$ 75,745	\$ 76,000	\$ 75,100	\$ 31,000	\$ 31,000
Fees and Service Charges	2,101	2,750	275	2,750	2,750
Intergovernmental	384,454	451,159	451,159	502,540	417,608
Library Fines	2,540	2,875	288	2,875	2,875
Other Revenue	86	2,900	290	-	-
Rents	1,330	2,500	250	2,500	2,500
Total Revenue	\$ 466,255	\$ 538,184	\$ 527,362	\$ 541,665	\$ 456,733
Expenditures					
Salaries and Benefits	\$ 185,421	\$ 252,925	\$ 192,863	\$ 270,195	\$ 281,965
Supplies and Services	179,671	190,457	190,778	207,250	208,644
Capital Equipment	74,257	98,510	98,510	117,249	173,955
Transfers Out	289	459	459	459	459
Total Expenditures	\$ 439,638	\$ 542,351	\$ 482,610	\$ 595,153	\$ 665,023
Addition to (Use of) Reserves	\$ 26,617	\$ (4,167)	\$ 44,752	\$ (53,488)	\$ (208,290)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve circulation of 65,000.				
Items checked out	95,801	108,000	108,000	65,000
Achieve attendance of 1,500 at Carpinteria youth programs.				
Youth program attendance	3,226	3,000	3,000	1,500
Apply for no less than 2 grant opportunities.				
Submitted grant applications	2	2	2	2

PROGRAMS & SERVICES

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Circulation per capita	5.59	6.30	6.30	3.86
Visits to Carpinteria Library	47,061	60,000	60,000	30,000
Public computer sessions	7,056	13,500	13,500	6,750
Public wireless sessions	15,208	16,500	16,500	8,250
Items supplied to patrons for check-out via requests made in online catalog	13,347	17,200	17,200	10,000
Expenditure per capita for Carpinteria Library materials	\$2.59	\$5.81	\$5.81	\$6.97

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LIBRARY PROGRAMS

Administration
Central Library
Eastside Library
Montecito Library
Carpinteria Library
➤ Library On the Go

Library On the Go (Program No. 5116)

Mission Statement

Provide information services, programming, and equal access to materials for all residents of the Santa Barbara service area in the community, targeting patrons who have difficulty accessing Library resources at Library existing locations.

Program Activities

- Provide access to the library's collections by offering holds delivery and browsing of popular materials at offsite locations.
- Offer Stay and Play early literacy and caregiver education workshops at offsite locations.
- Offer programs and classes for school age children with a focus on science, technology, engineering, arts, and math at offsite locations.
- Offer programs that engage older adults and seniors such as book discussions, technology classes, and workshops that foster creativity and lifelong learning at offsite locations.
- Promote library services and resources such as adult literacy, workforce development, readers' advisory, and reference services at offsite locations.

Project Objectives for Fiscal Year 2022

- 🌱 Successfully launch electric LOTG van to deliver library services throughout the community. Conduct an initial outcome evaluation and assessment after 6 months of operation to gauge effectiveness of launch.



RECENT PROGRAM ACHIEVEMENTS

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	0.00	0.00	1.40	1.40
Hourly Employee Hours	0	0	0	0	0
Revenues					
General Fund Subsidy				117,343	119,349
Total Revenue	\$ -	\$ -	\$ -	\$ 117,343	\$ 119,349
Expenditures					
Salaries and Benefits	\$ -	\$ -	\$ -	\$ 69,804	\$ 71,571
Supplies and Services	-	-	-	27,539	27,778
Capital Equipment	-	-	-	20,000	20,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 117,343	\$ 119,349

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve circulation of 4,000 items on the LOTG van.				
Items checked out	N/A	N/A	N/A	4,000
Reach 2,100 Adults and Seniors at LOTG events.				
Adults and Seniors reached	N/A	N/A	N/A	2,100
Reach 250 Teens at LOTG events.				
Teens reached	N/A	N/A	N/A	250
Reach 6,500 Children at LOTG events.				
Children reached	N/A	N/A	N/A	6,500
Provide 350 LOTG stops for circulating materials.				
LOTG stops	N/A	N/A	N/A	350
Hold 12 LOTG advocacy/library promotion events.				
Events held	N/A	N/A	N/A	12
Hold 260 LOTG offsite programs.				
Programs held	N/A	N/A	N/A	260
Achieve 350 cards issued on LOTG van.				
Cards issued	N/A	N/A	N/A	350

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DEPARTMENT SUMMARY

Mayor and City Council

Establish policy, approve programs, and oversee the financial affairs of the City to govern the City of Santa Barbara.

About Mayor and City Council

The Office of the Mayor and six City Councilmembers comprise the City Council. The Mayor presides over the City Council meetings held weekly in open public session in the Council Chamber.

The seven-member governmental body is elected and serves discrete electoral districts. Council duties under the City Charter include approval of the Annual Budget and oversight of the financial affairs of the City. The Mayor and City Councilmembers appoint the City Administrator and the City Attorney. The City Council has the power to adopt ordinances and resolutions; make appointments to advisory boards and commissions; establish policy and approve programs; act on program and administrative recommendations of City staff; appropriate funds and approve contracts; and respond to concerns and needs of residents.

The City provide grants to various organizations to promote art, events, and festivals, and to enhance tourism in the City of Santa Barbara. Individually, Councilmembers represent the City by serving on state and regional boards and local civic organizations.

The Mayor and City Council oversee and evaluate the programs and policies of all departments.

Fiscal Year 2020 Budget Highlights

The Mayor and Council will oversee the:

- City's infrastructure and transportation needs;
- Citywide sustainability efforts;
- Youth programs and youth safety activities;
- Downtown revitalization efforts; and
- Adoption of the City's budget.



DEPARTMENT SUMMARY

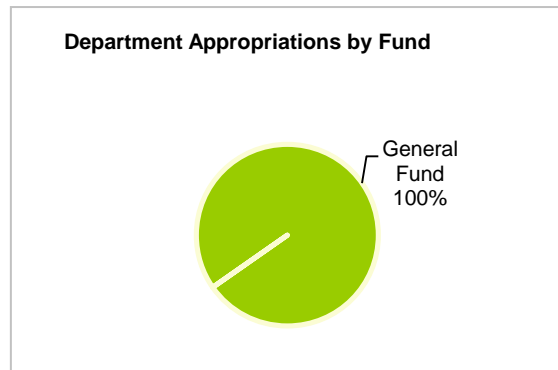
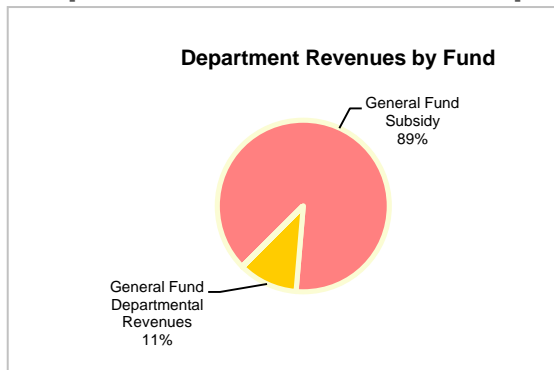
Mayor and City Council

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.00	8.00	8.00	8.00	8.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 95,435	\$ 128,000	\$ 128,000	\$ 120,000	\$ 120,000
Overhead Allocation Recovery	264,395	274,565	274,565	281,902	290,049
General Fund Subsidy	3,140,735	3,060,491	3,016,708	3,188,830	3,300,125
Total Department Revenue	\$ 3,500,565	\$ 3,463,056	\$ 3,419,273	\$ 3,590,732	\$ 3,710,174
Expenditures					
Salaries and Benefits	\$ 641,434	\$ 657,561	\$ 681,612	\$ 784,959	\$ 797,222
Supplies and Services	377,925	352,695	343,661	212,144	243,152
Special Projects	529,979	563,650	514,850	576,944	532,600
Community Promotions	1,951,226	1,889,150	1,879,150	2,016,685	2,137,200
Total Department Expenditures	\$ 3,500,564	\$ 3,463,056	\$ 3,419,273	\$ 3,590,732	\$ 3,710,174

The Office of the Mayor and City Council is budgeted in the General Fund.

Department Fund Composition

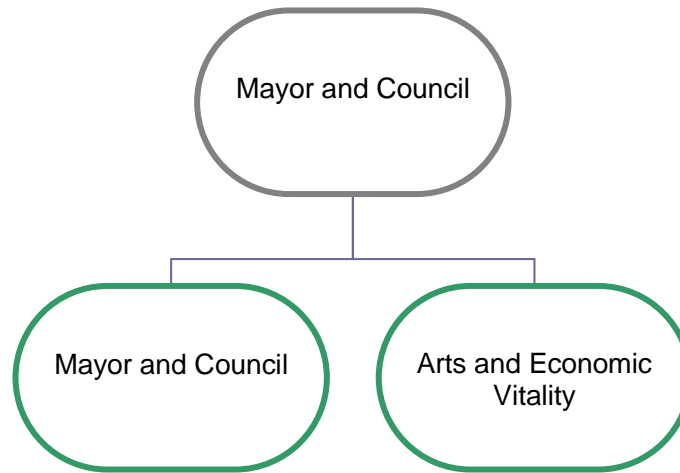




DEPARTMENT SUMMARY

Mayor and City Council

Program Organizational Chart



MAYOR AND CITY COUNCIL PROGRAMS

› Mayor and City Council
Arts and Economic Vitality



RECENT PROGRAM ACHIEVEMENTS

Adopting a balanced
budget for the current
fiscal year

Mayor and City Council (Program No. 1111)

Mission Statement

Establish policy, approve programs, and oversee the financial affairs of the City to govern the City of Santa Barbara.

Program Activities

- Respond to the needs and concerns of citizens.
- Establish policy and approve programs.
- Oversee the City's finances.
- Oversee and evaluate the programs and accomplishments of departments.
- Serve as liaisons on all City boards, commissions, and advisory groups and appointees on regional, state, and national committees.
- Advise staff on pending litigation and personnel issues.

Project Objectives for Fiscal Year 2022

- Hold weekly Council Meetings to set policy and act on recommendations from staff.
- Adopt the Fiscal Year 2023 budget by June 30, 2022.
- Act on staff and Advisory Board and Commission recommendations at weekly Council meetings.
- Appoint members to the City Advisory Boards and Commissions twice annually.
- Provide guidance to the City's negotiating team related to collective bargaining agreements and other employee compensation decisions.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.00	8.00	8.00	8.00	8.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Overhead Allocation Recovery	\$ 264,395	\$ 274,565	\$ 274,565	\$ 281,902	\$ 290,049
General Fund Subsidy	572,472	604,959	582,976	691,679	726,803
Total Revenue	\$ 836,867	\$ 879,524	\$ 857,541	\$ 973,581	\$ 1,016,852
Expenditures					
Salaries and Benefits	\$ 641,434	\$ 657,561	\$ 681,612	\$ 784,959	\$ 797,222
Supplies and Services	194,078	180,463	174,429	187,122	218,130
Special Projects	1,355	41,500	1,500	1,500	1,500
Total Expenditures	\$ 836,867	\$ 879,524	\$ 857,541	\$ 973,581	\$ 1,016,852

Measurable Objectives for Fiscal Year 2022

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Council meetings held	N/A	55	96	96

**MAYOR AND
CITY COUNCIL
PROGRAMS**

- Mayor and City Council
- Arts and Economic Vitality

PROGRAMS & SERVICES

Arts and Economic Vitality

(Program No. 1112)

Mission Statement

Work with community stakeholders and oversee interdepartmental work efforts to enhance economic vitality, strengthen commercial corridors, promote tourism, and plan arts and cultural activities.

Program Activities

- Coordinate activities with stakeholders who enhance tourism and promote diverse cultural activities through the community.
- Ensure lease compliance for the Community Arts Workshop and Museum Of Exploration and Innovation (MOXI).
- Oversee a workplan and funding for cultural arts activities and initiatives.

Project Objectives for Fiscal Year 2022

- Update public art procedures and work with arts organizations and design review boards to facilitate more art and creative design in project proposals.
- Work with the Arts Advisory Committee to develop a work plan for community art projects.
- Explore funding options and public private partnership models for arts programs and special events.
- Administer funding to organizations that enhance tourism and community arts and ensure contract compliance.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 95,435	\$ 128,000	\$ 128,000	\$ 120,000	\$ 120,000
General Fund Subsidy	2,568,263	2,455,532	2,433,732	2,497,151	2,573,322
Total Revenue	\$ 2,663,698	\$ 2,583,532	\$ 2,561,732	\$ 2,617,151	\$ 2,693,322
Expenditures					
Supplies and Services	\$ 183,847	\$ 172,232	\$ 169,232	\$ 25,022	\$ 25,022
Special Projects	528,625	522,150	513,350	575,444	531,100
Community Promotions	1,951,226	1,889,150	1,879,150	2,016,685	2,137,200
Total Expenditures	\$ 2,663,697	\$ 2,583,532	\$ 2,561,732	\$ 2,617,151	\$ 2,693,322

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Community Events and Festivals Grant applications received	N/A	15	26	15
Organizational Development Grant applications received	N/A	25	44	25
Community Arts Grant applications received	N/A	25	24	25
Monthly Arts Advisory Committee meetings held	N/A	10	10	10

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DEPARTMENT SUMMARY

Parks and Recreation

Provide residents and visitors with diverse open space, parks, beaches and community forest resources, creek restoration and water quality enhancements and enrich people's lives through a broad array of recreation and community services.

About Parks and Recreation

The Parks and Recreation Department is comprised of 5 divisions: Administration, Parks, Recreation, Creeks and Golf. The Department manages a diverse and unique park and recreation system – 1,810 acres of parkland encompassing 60 developed and open space parks, beaches, recreation and sports facilities, community forest and municipal golf course.

Recreation programs engage people of all ages, with specialized programs for youth, teens, active adults, low-income families and people living with disabilities. Recreation opportunities for the community are enhanced through collaborations, partnerships and volunteers.

The Creeks Restoration and Water Quality Improvement Program, funded by Measure B, implements clean water and restoration projects citywide.

The City's 18-hole municipal golf course, Santa Barbara Golf Club, is well known for the exceptional quality of its greens and spectacular views.



Fiscal Year 2022 Budget Highlights

The Parks and Recreation Department developed a budget with expense reductions to help address the City's financial impacts stemming from the COVID-19 pandemic as well as an anticipated slow return to recreational programming, events and activities. Reductions will impact the Department's ability to deliver programs and services and to advance strategic initiatives. Despite these reductions, the Department has retained funding for priority programs and services and will continue to efficiently manage resources to meet community priorities.

Some FY 2022 highlights include:

- Provide a free Summer Fun Program to serve youth from some of the neediest local families
- Open a fully restored and revitalized Cabrillo Pavilion for special events, recreation activities, and community celebrations
- Complete development of new park and facility sign program
- Implement the Parma Park Sustainable Trail Plan
- Update information contained in the Creeks Inventory and Assessment (2000) and Existing Conditions (2005) studies for creeks

In addition, a number of key capital projects will advance such as the renovation of Eastside Neighborhood Park and Dwight Murphy Field, Plaza del Mar Band Shell Restoration, Franceschi Park Pavilion conceptual plan development, and Ortega Park revitalization. Public access improvements are proposed for Chase Palm Park in addition to repairs to the Thousand Steps Beach Access Stairway.



DEPARTMENT SUMMARY

Parks and Recreation

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	91.35	91.48	91.48	91.48	91.48
Hourly Employee Hours	108,648	110,692	52,280	111,690	124,448
Revenues					
Fees and Service Charges	\$ 2,400,801	\$ 4,019,271	\$ 1,778,483	\$ 3,645,799	\$ 4,211,067
Golf Fees	2,603,206	2,971,865	3,439,369	3,141,769	3,234,223
Leases and Rents	468,251	544,769	477,507	594,309	582,303
Transient Occupancy Tax	3,028,065	3,448,226	2,905,480	3,900,000	4,290,000
Inter-fund Reimbursement	1,463,932	1,621,625	1,634,200	1,640,771	1,662,428
Interest Income	387,289	264,000	263,000	108,690	107,280
Other Revenue	378,873	184,868	73,154	53,799	54,624
Intergovernmental	809,428	5,073	-	-	-
Donations	371,355	315,087	263,888	182,309	188,309
General Fund Subsidy	11,238,393	11,930,664	12,022,000	12,204,751	13,022,960
Total Department Revenue	\$23,149,593	\$25,305,448	\$ 22,857,081	\$ 25,472,197	\$ 27,353,194
Expenditures					
Salaries and Benefits	\$11,049,401	\$12,307,563	\$ 10,943,845	\$ 13,156,713	\$ 13,819,300
Supplies and Services	8,953,535	10,729,956	9,782,077	10,892,228	11,081,763
Special Projects	252,223	871,213	403,375	333,594	289,229
Non-Capital Equipment	84,128	81,251	77,187	61,154	58,654
Transfers Out	211,764	198,141	198,141	199,431	202,507
Capital Equipment	711	64,598	14,598	14,598	14,598
Debt Service	16,435	53,998	53,998	82,230	83,046
Tax Expense	9,546	10,000	10,000	10,000	11,000
Departmental Reductions	-	-	-	(652,929)	-
Total Operating Expenditures	\$20,577,744	\$24,316,720	\$ 21,483,221	\$ 24,097,019	\$ 25,560,097
Capital Program	2,895,487	9,300,451	2,288,711	1,235,636	1,703,000
Total Department Expenditures	\$23,473,231	\$33,617,171	\$ 23,771,932	\$ 25,332,655	\$ 27,263,097
Addition to (Use of) Reserves	\$(323,638)	\$(8,311,723)	\$(914,851)	\$139,542	\$90,097
General Fund/Measure C Capital	5,499,111	4,270,107	3,453,700	1,025,000	1,850,000

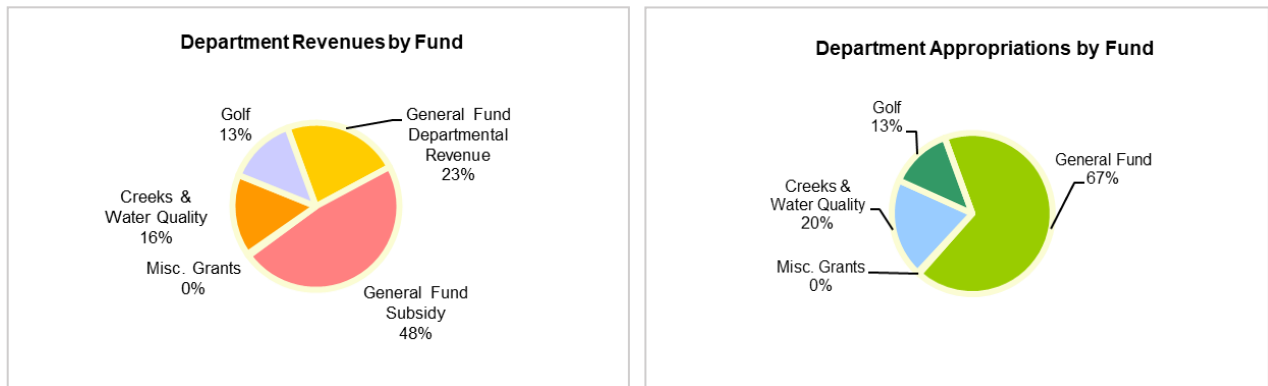
The Parks and Recreation Department is budgeted in the General Fund, Creeks Fund, Miscellaneous Grants Fund, and Golf Fund.



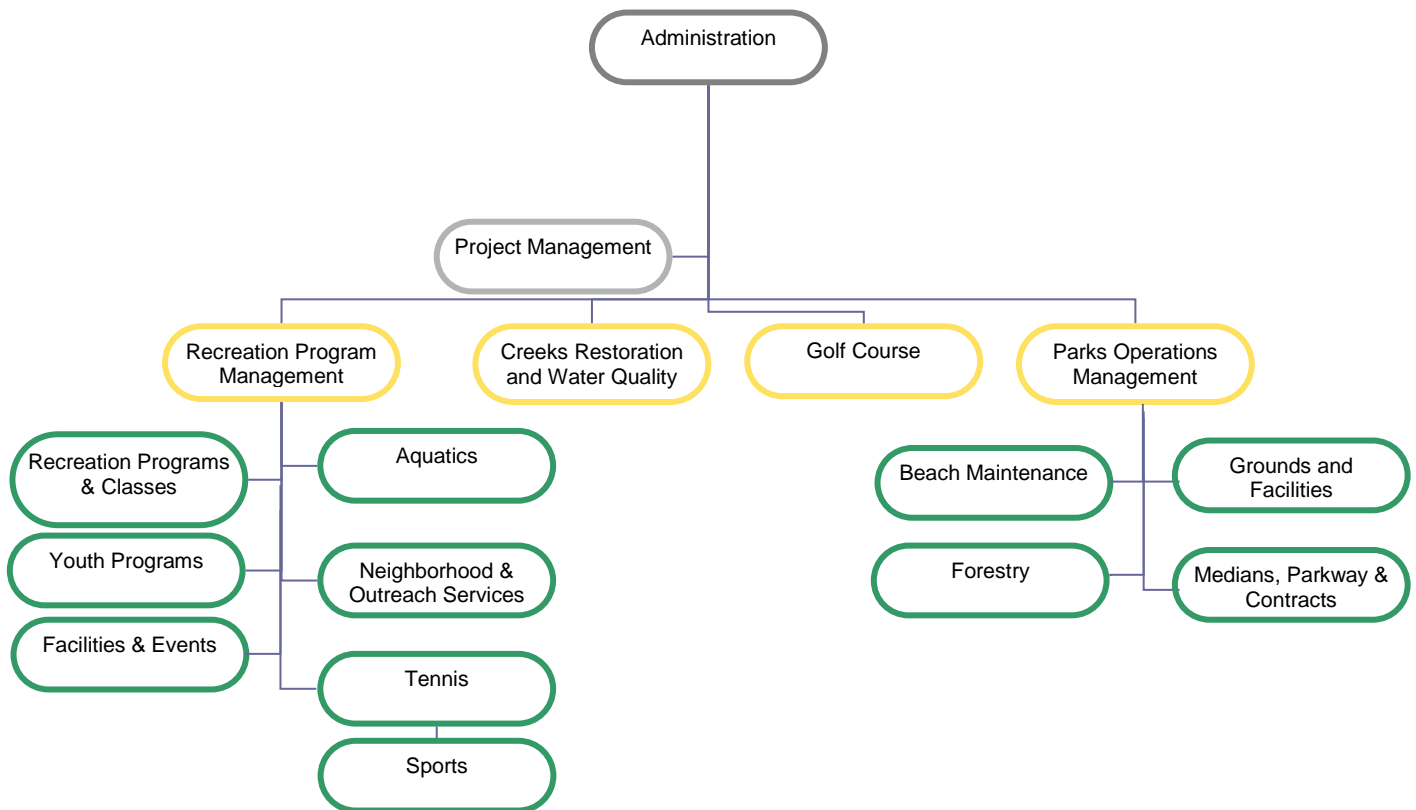
DEPARTMENT SUMMARY

Parks and Recreation

Department Fund Composition



Program Organizational Chart



PARKS AND RECREATION PROGRAMS

➤ Administration

Project Management Team
Recreation Program Management
Recreation Facilities and Special Events
Youth Activities
Active Adults and Classes
Aquatics
Sports
Tennis
Community Services
Creeks Restoration and Water Quality Improvement
Golf
Park Operations Management
Parks Grounds and Facilities Maintenance
Forestry
Beach Maintenance
Medians, Parkways and Contracts



RECENT PROGRAM ACHIEVEMENTS

Completed renovation of the Cabrillo Pavilion and secured grant funding for Eastside Neighborhood Park.

Administration

(Program No. 6811)

Mission Statement

Provide policy direction, strategic planning, administrative support, and oversight for five divisions; plan, design, and construct park and facility projects; foster community outreach and collaborations to maximize impacts of City-funded programs and services.

Program Activities

- Provide administrative direction and support for Parks Division, Creeks Division, Recreation Division, Golf Division, and Project Management.
- Coordinate and provide staff support for Parks and Recreation Commission and six Advisory Committees.
- Oversee development and budgeting for Capital Improvement Program, master planning, and special projects.
- Oversee park and recreation facility design, rehabilitation, and refurbishment.
- Build community partnerships and agreements with other agencies and community organizations to enhance and expand resources.
- Oversee the Department's financial business for budget, revenue, contracts, leases, grants, and capital improvement projects.
- Provide financial analysis and produce a variety of reports for Department staff which depict the financial status of the Department. Manage the Santa Barbara Golf Club professional and food concession contracts.
- Collaborate with the Parks and Recreation Community (PARC) Foundation.

Project Objectives for Fiscal Year 2022

- Ensure all program budgets are within expenditure and revenue budget appropriations, and that any revenue shortfalls are equally met by expenditure savings.
- Complete the semi-annual and annual Parks and Recreation Grants and Donations Report, which includes grants, cash, and in-kind donations, and volunteer support secured by department programs.
- Implement and revise the Parks and Recreation Department Strategic Water Management Plan to effectively reduce costs and conserve water while preserving parks, golf, and urban forest resources and the playability and use of recreational spaces for the public.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.35	4.35	4.35	4.30	4.30
Hourly Employee Hours	535	0	0	0	0
Revenues					
General Fund Subsidy	886,480	1,064,691	900,381	982,382	1,124,780
Total Revenue	\$ 886,480	\$ 1,064,691	\$ 900,381	\$ 982,382	\$ 1,124,780
Expenditures					
Salaries and Benefits	\$ 691,586	\$ 824,694	\$ 685,862	\$ 852,221	\$ 892,234
Supplies and Services	194,895	239,997	214,519	214,828	232,546
Special Projects	-	-	-	32,843	-
Departmental Reductions	-	-	-	(117,510)	-
Total Expenditures	\$ 886,480	\$ 1,064,691	\$ 900,381	\$ 982,382	\$ 1,124,780

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure 80% or greater of Parks and Recreation measurable and project objectives are met or exceeded.				
Objectives met or exceeded	54%	80%	59%	80%
Maintain \$500,000 in cash and non-cash donations and grants from public and private resources.				
Amount of donations and grants	\$2 M	\$500,000	\$700,000	\$500,000
Achieve \$300,000 in volunteer support to enhance Department resources.				
Value of volunteer support	\$222,930	\$300,000	\$110,000	\$300,000
Complete Mid-Year and Year-End expenditure and revenue reports for Parks, Recreation, and Administration Divisions.				
Expenditure budget projections provided quarterly	4	4	4	4
Review and update database for contracts and leases on a monthly basis to ensure all contracts and leases remain current.				
Monthly contract update reports	11	12	12	12
Review and update pending and received grants, donations, and volunteer support database on a mid-year and year-end basis.				
Reports Reviewed	2	2	2	2

PARKS AND RECREATION PROGRAMS

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 - Parks Grounds and Facilities Maintenance
 - Forestry
 - Beach Maintenance
 - Medians, Parkways and Contracts



RECENT PROGRAM ACHIEVEMENTS

Completed development of the Parma Park Sustainable Trail Plan and renovation of the Bohnett Park Restroom.

Project Management Team

(Program No. 6813)

Mission Statement

Plan, design, and implement park and facility development, renovation and improvement projects; leverage project resources with grant funding; oversee development of long-range planning projects; and coordinate participation in regional trails programs.

Program Activities

- Develop scope of work and budget for Department capital improvement projects.
- Secure permits and discretionary review approvals.
- Administer project budgets and schedules.
- Manage and oversee design consultants and construction contractors.
- Prepare grant proposals and administrator grant contracts.
- Monitor and report project status to the Parks and Recreation Commission.

Project Objectives for Fiscal Year 2022

- Complete new conceptual design for the West Beach Splash Playground.
- Construct Thousand Steps beach access renovation.
- Construct Phase 1 of the Parma Park Sustainable Trail Plan.
- Initiate final design of the Ortega Park Master Plan.
- Complete conceptual design of Ambassador Park Chumash Cultural Project.
- Complete concept design for the Franceschi Park Pavilion
- Initiate final design of the Dwight Murphy Field Renovation Project.
- Complete construction of Phase 1 of the Louise Lowry Davis Center Renovation Project.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	0	0	0	0	1,103
Revenues					
Inter-fund Reimbursement	\$ -	\$ 105,000	\$ 105,000	\$ 105,000	\$ 105,000
Other Revenue	324,148	68,000	-	-	-
General Fund Subsidy	169,898	521,090	404,078	592,094	633,219
Total Revenue	\$ 494,046	\$ 694,090	\$ 509,078	\$ 697,094	\$ 738,219
Expenditures					
Salaries and Benefits	\$ 463,495	\$ 519,463	\$ 477,634	\$ 608,556	\$ 646,537
Supplies and Services	30,550	33,413	29,794	36,738	38,066
Special Projects	-	139,564	-	10,000	10,000
Non-Capital Equipment	-	1,650	1,650	1,000	2,000
Total Expenditures	\$ 494,046	\$ 694,090	\$ 509,078	\$ 656,294	\$ 696,603

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that 75% of the capital improvement projects are completed within the approved budget.				
Percent of capital projects completed on budget	100%	75%	100%	75%
Provide Parks and Recreation Commission with a bi-annual progress report on capital improvement projects.				
Number of bi-annual reports provided	2	2	2	2

PARKS AND RECREATION PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

The Division accomplished 2,673 registrations for fifteen safe and much needed summer camps conducted during June to August outdoors in the open air.

Recreation Program Management (Program No. 6111)

Mission Statement

Manage Recreation Division resources and foster collaborations to provide high quality and diverse recreation activities that enrich people's lives and promote healthy lifestyles. Plan, develop, and implement comprehensive marketing and communications strategies to increase use of Department's programs, facilities and services. Enhance awareness about benefits of parks and recreation programs to the community, while fostering media relations.

Program Activities

- Provide administrative oversight to the Recreation Division, including budget and facility management, planning, day-to-day operations, program development and evaluation, and customer service.
- Develop and administer a wide variety of structured recreation programs.
- Provide and administer an encompassing inventory of indoor and outdoor rental facilities.
- Facilitate sponsorship and partnership agreements with community organizations to enhance public recreation opportunities.
- Manage revenues produced from activity fees, facility rentals, grants, and partnerships.
- Provide marketing and design services that allow the public to easily access department information through print and electronic media.

Project Objectives for Fiscal Year 2022

- Create and implement a new strategic marketing plan to increase use and knowledge of Department's programs, facilities, and services.
- Streamline staff processes and improve customer service by integrating MUSCO sport field lighting scheduling and implementing on-line picnic site reservations into the Recreation Management System, Perfect-Mind.
- Establish and maintain a Department marketing calendar to provide a shared resource for all divisions and workgroups to use as an organizational tool to inform marketing and outreach decisions.
- Oversee successful transition of Department webpages from Civica to new website platform as part of Citywide WARP project

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	3.80	3.80	3.80	3.80	3.80
Hourly Employee Hours	1,855	122	323	323	1,252
Revenues					
Intergovernmental	\$ 9,428	\$ 5,073	\$ -	\$ -	\$ -
Donations	30,436	25,000	38,601	-	25,000
General Fund Subsidy	614,541	695,045	668,949	541,395	1,010,863
Total Revenue	\$ 654,405	\$ 725,118	\$ 707,550	\$ 541,395	\$ 1,035,863
Expenditures					
Salaries and Benefits	\$ 410,281	\$ 440,531	\$ 437,267	\$ 606,148	\$ 645,312
Supplies and Services	231,059	242,934	214,465	311,048	360,551
Special Projects	3,422	36,796	50,961	30,000	30,000
Non-Capital Equipment	9,643	4,857	4,857	-	-
Departmental Reductions	-	-	-	(405,801)	-
Total Expenditures	\$ 654,405	\$ 725,118	\$ 707,550	\$ 541,395	\$ 1,035,863

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Manage division programs to achieve 65% of measurable and performance objectives.				
Percent of objectives achieved	40%	75%	40%	65%
Maintain Recreation Division expenditure recovery at 50% through user fee revenues.				
Percent of actual expenditures recovered by user fee revenue	42%	50%	39%	50%
Achieve 75% of program capacity for summer camps and clinics				
Summer camp and clinic participants	72%	75%	80%	75%
Achieve 95% "good" to "excellent" survey response ratings for overall customer satisfaction with recreation programs.				
Participants overall customer satisfaction "good" to "excellent"	96%	95%	96%	95%
Achieve 95% "good" to "excellent" survey response ratings for overall customer satisfaction with recreation rental facilities.				
Customers overall rental satisfaction "good" to "excellent"	100%	95%	95%	95%
Award 95% of the total available number of summer camp and swim lesson scholarships.				
Scholarships awarded	100%	95%	38%	95%
Achieve an average open rate of 25% or more for all external Department e-mail communications.				
Department external e-mail open rate	41%	25%	30%	25%
Catalogue 15 new photo albums for parks locations and recreation programs in City's digital asset management system.				
Number of photo albums created	27	15	15	15
Achieve 5% growth in social media fan/follower base.				
Increase in social media fans/followers	8%	5%	3%	5%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Registration in fee-based recreation programs	6,161	9,000	3,235	4,500
Registration in free recreation programs	1,346	1,550	50	675
Volunteer hours	15,910	20,000	11,069	18,500
Co-sponsorship agreements completed	25	24	24	24
Internet registrations	4,788	6,000	2,455	4,500
Visits to Parks and Recreation Department pages on City website.	N/A	180,000	213,750	180,000
Number of outreach posts on Nextdoor	14	20	20	20

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PARKS AND RECREATION PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Prepared for the re-opening of the renovated Cabrillo Pavilion and developed marketing materials and videos of the Cabrillo Pavilion and the other three beachfront venues.

Recreation Facilities and Special Events (Program No. 6121)

Mission Statement

Provide good, responsive customer service and quality indoor and outdoor rental facilities for private events, public special events, and photo/film shoots.

Program Activities

- Promote public use of city parks, beaches, open space, and other venues through facility reservation services and event coordination.
- Protect the integrity and sustainability of public parks and facilities by informing the public of rules and regulations, monitoring rental activities, and handling facility maintenance issues when they arise.
- Through the one-stop permitting process, provide quick and responsive service to customers conducting commercial still photography and film/video shoots within the City of Santa Barbara and maintain necessary communications with other affected departments
- Provide event organizers with comprehensive information and service for the permitting of community special events to ensure success for their events while preserving the integrity of the City's parks and beaches.
- Coordinate use, marketing, and rental operations of four beachfront facilities: Cabrillo Pavilion, Chase Palm Park Center, Casa Las Palmas, and Carousel House.

Project Objectives for Fiscal Year 2022

- Develop marketing plan and initiatives to increase Monday through Thursday rentals at the new Cabrillo Pavilion Events Center and multi-purpose room.
- Develop a new, streamlined process for rentals of indoor buildings, outdoor parks, and Citywide special events.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	4,886	2,309	2,309	8,218	8,898
Revenues					
Fees and Service Charges	\$ 557,482	\$ 1,313,174	\$ 307,767	\$ 1,122,791	\$ 1,337,233
Other Revenue	(147)	-	-	-	-
General Fund Subsidy	354,390	-	631,871	188,165	54,511
Total Revenue	\$ 911,725	\$ 1,313,174	\$ 939,638	\$ 1,310,956	\$ 1,391,744
Expenditures					
Salaries and Benefits	\$ 473,943	\$ 531,198	\$ 418,910	\$ 605,592	\$ 648,005
Supplies and Services	431,201	622,094	514,543	699,714	738,089
Non-Capital Equipment	6,581	5,650	6,185	5,650	5,650
Total Expenditures	\$ 911,725	\$ 1,158,943	\$ 939,638	\$ 1,310,956	\$ 1,391,744

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve 49 outdoor wedding ceremony reservations in City parks or beaches.				
Wedding ceremony reservations	55	95	37	49
Work with community organizations to facilitate 86 public special events held in park facilities.				
Public special events held in park facilities	74	125	6	86
Achieve a 20% average occupancy rate for Saturday and Sunday rentals among 22 picnic sites during spring and summer months.				
Occupancy rate	27%	34%	1%	20%
Achieve 63 paid event rentals over six hours for Friday, Saturday, and Sunday at the Chase Palm Park Center, Casa Las Palmas, and Carousel House.				
Number of rentals	45	125	17	63
Achieve 55 paid event rentals over six hours for Friday, Saturday, and Sunday at the renovated Cabrillo Pavilion.				
Number of rentals	N/A	N/A	N/A	55
Achieve 40% average occupancy rate for Monday through Friday rentals each quarter at the Cabrillo Pavilion.				
Occupancy rate	N/A	N/A	N/A	40%

Recreation Facilities and Special Events

(Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Photo and film permits processed for the City	42	55	15	50
Picnic site rentals	398	675	21	462

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PARKS AND RECREATION PROGRAMS

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Recreation Facilities and Special
Events

➤ **Youth Activities**

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Sports
Tennis
Community Services
Creeks Restoration and Water
Quality Improvement
Golf
Park Operations Management
Parks Grounds and Facilities
Maintenance
Forestry
Beach Maintenance
Medians, Parkways and Contracts

Youth Activities

Program No. (6141)

Mission Statement

Provide safe youth recreational activities in a positive environment for children 5-17 years old to promote enriching and healthy lifestyles.

Program Activities

- Provide enriching after-school programming at local elementary schools.
- Provide camps, programs, and clinics that engage youth in positive activities.
- Provide affordable youth summer drop-in recreation programs.
- Collaborate with other youth service agencies, non-profits, and school districts to maximize resources and programming for youth.
- Facilitate the inclusion of youth and adults with special needs into division classes, camps, and programs.
- Facilitate social and recreation activities for individuals with developmental and physical disabilities.



RECENT PROGRAM ACHIEVEMENTS

Developed and provided a childcare program for City employees to help working parents during the pandemic.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	32,186	35,075	6,978	36,714	40,100
Revenues					
Fees and Service Charges	\$ 439,077	\$ 646,936	\$ 196,203	\$ 583,156	\$ 680,131
Donations	660	42,800	37,000	42,800	42,800
General Fund Subsidy	721,127	662,698	580,168	756,102	730,747
Total Revenue	\$ 1,160,864	\$ 1,352,434	\$ 813,371	\$ 1,382,058	\$ 1,453,678
Expenditures					
Salaries and Benefits	\$ 853,046	\$ 1,002,796	\$ 623,072	\$ 1,106,459	\$ 1,167,496
Supplies and Services	241,584	267,638	190,299	193,599	204,182
Special Projects	66,234	82,000	-	82,000	82,000
Total Expenditures	\$ 1,160,864	\$ 1,352,434	\$ 813,371	\$ 1,382,058	\$ 1,453,678

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Provide recreational and enriching after-school activities at local elementary schools on all programmable days.				
Percentage of days after-school programming is provided	72%	100%	0%	100%
Achieve a daily attendance average of 70% capacity in after-school programs facilitated by City staff.				
Program capacity	67%	70%	45%	70%
Achieve a daily attendance average of 70% capacity for summer youth drop-in recreation program.				
Program capacity	37%	70%	18%	70%
Achieve an average of 80% program capacity in spring and summer camps facilitated by the Section during school vacation days.				
Program capacity	62%	80%	80%	80%
Provide inclusion services support to 100% of participants (duplicated) that meet established eligibility requirements.				
Inclusion participants served	100%	100%	100%	100%

PROGRAMS & SERVICES

Youth Activities (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Unduplicated youth served in RAP: Recreation After-School Programs	318	420	42	325
Quarterly attendance in free youth supervised skateboarding clinics	286	450	0	315
New individuals (unduplicated) that received support through the Inclusion Services Program	86	75	25	75
Annual attendance (duplicated) in programs facilitated for teens and adults with disabilities	274	350	0	220

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PARKS AND RECREATION PROGRAMS

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RECENT PROGRAM ACHIEVEMENTS

Restarted the Santa Barbara Arts and Crafts Show in October 2020 with County approved COVID-19 safety protocols.

Active Adults and Classes

(Program No. 6161)

Mission Statement

Coordinate recreation and enrichment programs at the Carrillo Recreation Center, Louise Lowry Davis Center, and Santa Barbara Arts and Crafts Show to promote a healthy lifestyle and an engaged community.

Program Activities

- Provide public dance programs at the historic Carrillo Ballroom.
- Provide a wide variety of dance, fitness, wellness and social programs through use of independent contractors.
- Coordinate volunteer-led social programs for older adults, including bridge, scrabble, knitting, and fitness programs.
- Provide facility management for the Carrillo Recreation Center, Santa Barbara Lawn Bowls Club, and MacKenzie Park Lawn Bowls Club.
- Manage the Santa Barbara Arts and Crafts Show, a Santa Barbara tradition since 1965.

Project Objectives for Fiscal Year 2022

- Establish a marketing program for ongoing fitness and dance classes.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	3.00	3.00	3.00	3.00	3.00
Hourly Employee Hours	4,274	3,600	4,966	6,939	6,783
Revenues					
Fees and Service Charges	\$ 410,491	\$ 523,223	\$ 138,127	\$ 421,693	\$ 531,670
Donations	-	9,000	-	9,000	9,000
General Fund Subsidy	372,307	306,825	554,340	383,787	317,166
Total Revenue	\$ 782,798	\$ 839,048	\$ 692,467	\$ 814,480	\$ 857,836
Expenditures					
Salaries and Benefits	\$ 402,200	\$ 424,848	\$ 386,985	\$ 457,821	\$ 469,794
Supplies and Services	380,238	414,200	305,482	356,659	388,042
Non-Capital Equipment	360	-	-	-	-
Total Expenditures	\$ 782,798	\$ 839,048	\$ 692,467	\$ 814,480	\$ 857,836

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Serve 4,800 participants through the Swing, Ballroom, and Contra dance programs.				
Participants in Ballroom, Swing, and Contra dance programs	4,452	6,000	1,000	4,800
Achieve 35% of program capacity in adult and youth contract classes at Carrillo Recreation Center.				
Program capacity	35%	40%	20%	35%
Coordinate 800 hours of senior programming at the Louise Lowry Davis Center.				
Programming hours	885	1,250	300	800
Achieve 19 paid Friday and Saturday night rentals at the Carrillo Recreation Center.				
Friday and Saturday Night Rentals	21	24	6	19
Maintain prime-time occupancy of 40% at the Carrillo Recreation Center and Ballroom.				
Prime-time occupancy	68%	50%	50%	40%

PROGRAMS & SERVICES

Active Adults and Classes (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Facility reservations processed for the Carrillo Recreation Center	1,772	1,600	500	1,300
Class participations in adult fee-based classes.	10,000	10,000	150	6875
Artisans in the Santa Barbara Arts and Crafts Show	141	150	145	150
Class participations in youth fee-based classes.	204	1500	215	300

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RECENT PROGRAM ACHIEVEMENTS

Re-opened Los Baños Del Mar with expanded hours to provide safe aquatic opportunities to the community during the COVID-19 pandemic.

Aquatics (Program No. 6171)

Mission Statement

Provide safe and high-quality aquatic programs and services that encourage skill development and promote swimming as a lifetime sport for swimmers of all ages.

Program Activities

- Provide safe and clean community swimming and wading pools for exercise and healthy enjoyment.
- Provide professional lifeguard services at City beaches and pools to ensure that two million visitors and citizens enjoy the sun, surf, and sand in a safe environment.
- Provide swim lessons and water safety training to enhance community awareness for responsible swimming and safeguard against drowning accidents.
- Provide quality aquatic programs, training, and certification opportunities for aquatics-related personal and professional growth.
- Manage two year-round, multi-use aquatic facilities: Los Baños del Mar Swimming Pool and Cabrillo Pavilion, and three seasonal pool facilities.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.60	4.60	4.60	4.60	4.60
Hourly Employee Hours	23,703	22,368	25,359	25,268	25,268
Revenues					
Fees and Service Charges	\$ 498,251	\$ 812,886	\$ 772,983	\$ 759,801	\$ 800,025
Inter-fund Reimbursement	112,949	116,338	116,338	116,338	116,338
Other Revenue	-	35,546	35,546	-	-
Donations	-	1,000	-	1,000	1,000
General Fund Subsidy	869,975	728,050	780,149	919,280	883,486
Total Revenue	\$ 1,481,175	\$ 1,693,820	\$ 1,705,016	\$ 1,796,419	\$ 1,800,849
Expenditures					
Salaries and Benefits	\$ 739,624	\$ 830,272	\$ 870,935	\$ 884,345	\$ 901,290
Supplies and Services	718,931	833,688	799,885	882,074	869,559
Special Projects	18,280	24,860	29,196	25,000	25,000
Non-Capital Equipment	4,341	5,000	5,000	5,000	5,000
Total Expenditures	\$ 1,481,175	\$ 1,693,820	\$ 1,705,016	\$ 1,796,419	\$ 1,800,849

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain high quality and sanitary public swimming pool facilities resulting in zero mandated pool closures.				
Mandated closures by the Santa Barbara County Health Department	0	0	0	0
Achieve 100% completion rate of 56 certification training hours for new ocean lifeguard employees.				
Completion rate for new ocean lifeguards	0%	100%	100%	100%
Achieve 100% completion rate for 48 certification training hours for new pool lifeguard employees.				
Completion rate for new pool lifeguards	0%	100%	100%	100%
Achieve 90% of program capacity for youth Learn to Swim lessons offered by the section.				
Program capacity	48%	90%	90%	90%
Achieve 90% of program capacity for youth recreational camps and clinics programs offered by the section.				
Program capacity	94%	90%	90%	90%

PROGRAMS & SERVICES

Aquatics (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Registrations in fee-based swim lesson programming	168	425	280	300
Registrations in free swim lesson programming	316	315	315	237
Participation at Los Baños swimming pool	82,326	101,100	60,000	94,781
Pool occupancy at Ortega Park Pool from May through September	89%	90%	6%	90%
Participation at Oak Park wading pool	7,196	9,000	0	9,000

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RECENT PROGRAM ACHIEVEMENTS

Provided recreation opportunities while maintaining a safe environment during the COVID-19 pandemic.

Sports (Program No. 6181)

Mission Statement

Coordinate the use of sports facilities to provide adults and youth of all ability levels the opportunity to participate in organized sports, work towards personal development, and experience a healthy and active lifestyle.

Program Activities

- Provide sports leagues, classes, camps, and tournaments that meet the community's interests for adults and youth.
- Maintain community partner relationships to provide additional sports programming.
- Promote, schedule, and coordinate community sporting events at City athletic fields, gym, and beach volleyball courts.
- Provide training for sports officials, coaches, volunteers, and staff to promote sportsmanship, safety, and compliance with all policies and procedures.
- Coordinate maintenance of City's year-round and seasonal beach volleyball courts.
- Provide facility management for the Carrillo Street Gym.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	4,734	6,999	112	1,370	6,863
Revenues					
Fees and Service Charges	\$ 198,940	\$ 399,021	\$ 37,604	\$ 407,400	\$ 463,000
General Fund Subsidy	290,290	206,182	347,088	178,452	239,040
Total Revenue	\$ 489,230	\$ 605,203	\$ 384,692	\$ 585,852	\$ 702,040
Expenditures					
Salaries and Benefits	\$ 309,840	\$ 367,483	\$ 252,124	\$ 294,842	\$ 393,135
Supplies and Services	172,140	234,520	129,368	287,810	305,705
Non-Capital Equipment	7,250	3,200	3,200	3,200	3,200
Total Expenditures	\$ 489,229	\$ 605,203	\$ 384,692	\$ 585,852	\$ 702,040

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve 90% of program capacity in free youth after-school sports programs.				
Program capacity	72%	90%	0%	90%
Achieve 85% of program capacity in fee-based youth sports camps, clinics, and classes.				
Program capacity	64%	85%	85%	85%
Achieve 85% of program capacity in adult sports team registrations.				
Program capacity	68%	85%	0%	85%
Achieve 100% participation in sports league trainings for new coaches, officials, volunteers, and staff.				
Participation in training	100%	100%	0%	100%
Facilitate community use of 6,000 programmable hours at seven City sports fields.				
Field hours reserved	4,753	6,000	2,000	6,000
Maintain prime-time (5:00pm-9:00pm) occupancy of 60% at Carrillo Street Gym.				
Prime-time occupancy	44%	60%	0%	60%

PROGRAMS & SERVICES

Sports (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Soccer field reservation hours	1,726	3,000	250	3,000
Softball and youth baseball field reservation hours	2,410	3,000	1,500	3,000
Beach volleyball court reservation hours	2,167	2,000	1,000	2,000
Hours of use at SBCC sport facilities	144	300	0	150
Field use annual bookings processed	1,087	2,000	750	2,000
Other sports reservation hours on outfield turf	1,009	1,300	650	1,300
Facility reservations processed for the Carrillo Street Gym	539	650	200	500

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RECENT PROGRAM ACHIEVEMENTS

Provided recreation opportunities while maintaining a safe environment during the COVID-19 pandemic.

Tennis

(Program No. 6182)

Mission Statement

Offer reasonably-priced, quality tennis classes and programs in well-maintained facilities and promote tennis as a lifetime sport.

Program Activities

- Provide community tennis and pickleball programs, consisting of group and private lessons, rentals, clinics, camps, and tournaments.
- Coordinate maintenance of 12 tennis courts, including 11 lighted courts, 8 pickleball courts, and locker rooms.
- Manage a tennis and pickleball court user-fee permit system, including sales of daily and annual tennis permits.
- Collaborate with local schools, non-profit agencies, and national tennis associations to promote adult and youth participation in tennis.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	1,713	1,813	2,967	3,500	3,500
Revenues					
Fees and Service Charges	\$ 181,258	\$ 163,525	\$ 277,928	\$ 234,025	\$ 234,025
Other Revenue	15,007	11,250	11,275	-	-
Donations	82,520	-	-	-	-
General Fund Subsidy	28,956	121,332	3,230	133,570	126,188
Total Revenue	\$ 307,741	\$ 296,107	\$ 292,433	\$ 367,595	\$ 360,213
Expenditures					
Salaries and Benefits	\$ 81,314	\$ 44,758	\$ 62,877	\$ 137,369	\$ 141,386
Supplies and Services	203,491	200,099	204,556	230,226	193,827
Special Projects	22,936	51,250	25,000	-	25,000
Total Expenditures	\$ 307,741	\$ 296,107	\$ 292,433	\$ 367,595	\$ 360,213

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve 80% of program capacity in youth camps, classes, and clinics.				
Program capacity	63%	80%	90%	80%
Achieve 80% of program capacity in adult classes.				
Program capacity	64%	80%	90%	80%
Coordinate and facilitate an annual tennis and pickleball permit program for 700 individuals.				
Number of annual permit holders	494	450	950	700
Collaborate with a minimum of 10 schools, non-profit agencies, and national tennis associations to deliver programming and tennis tournaments.				
Number of schools, non-profit agencies and national tennis associations	10	10	0	10
Inspect and maintain tennis and pickleball courts an average of five times per week, totaling 260 times per year.				
Court inspections per year	308	350	350	260

PROGRAMS & SERVICES

Tennis (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Annual public tennis tournaments	7	9	3	9
Daily tennis and pickleball permits sold	5,063	1,000	13,000	5,000
Annual tennis permits sold	154	150	220	200
Annual pickleball permits sold	350	350	800	500

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RECENT PROGRAM ACHIEVEMENTS

Provided essential food distribution services to the community during the pandemic; Services were provided at the Louise Lowry Davis Center, Franklin and Westside Neighborhood Centers.

Community Services

(Program No. 6195)

Mission Statement

Community Services enriches the community by providing educational, cultural and recreation programs and services to strengthen families and improve the quality of life for youth, teens and seniors, and create stronger sustainable communities.

Program Activities

- Provide outreach to youth, families, and neighborhoods through collaborations with community and non-profit organizations, youth service agencies, and school districts.
- Operate neighborhood centers located in densely populated, low-income, and culturally diverse neighborhoods: Westside, Downtown and Eastside, for various recreation and community programs and community rental use.
- Improve youth involvement through the Santa Barbara Youth Council and Human Services Commission.
- Manage the Community Gardens Program and coordinate annual rental of garden plots at Yanonali and Rancheria Community Gardens.

Project Objectives for Fiscal Year 2022


- Identify one action item that the Santa Barbara Youth Council can address and educate the community through an organized youth Speak Out.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.00	4.00	4.00	4.00	4.00
Hourly Employee Hours	17,207	16,699	3,271	8,033	8,714
Revenues					
Fees and Service Charges	\$ 115,303	\$ 160,506	\$ 47,871	\$ 116,933	\$ 164,983
Leases and Rents	351,449	385,698	315,048	389,098	420,051
Inter-fund Reimbursement	22,394	5,000	17,575	5,000	5,000
Other Revenue	198	6,050	24	-	-
Donations	-	25,000	-	15,000	15,000
General Fund Subsidy	550,062	565,464	548,756	597,531	588,369
Total Revenue	\$ 1,039,405	\$ 1,147,718	\$ 929,274	\$ 1,123,562	\$ 1,193,403
Expenditures					
Salaries and Benefits	\$ 502,906	\$ 584,315	\$ 423,776	\$ 621,896	\$ 667,546
Supplies and Services	536,499	561,903	503,998	500,166	524,357
Non-Capital Equipment	-	1,500	1,500	1,500	1,500
Total Expenditures	\$ 1,039,405	\$ 1,147,718	\$ 929,274	\$ 1,123,562	\$ 1,193,403

PROGRAMS & SERVICES

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Provide 10 youth-led neighborhood projects, community service opportunities, and/or special events annually. Number of projects, community service opportunities, and special events.	23	15	12	10
Serve 268 unduplicated youth with educational, recreational, and cultural programming and activities. Youth receiving services in all Community Services programs, services and activities	416	400	300	268
Partner and/or collaborate with a minimum of 20 community organizations to provide needed resources to low and moderate income individuals, seniors, and youth. Number of partnerships with community organizations	20	20	28	20
Achieve 54 paid event rentals over six hours for Saturdays and Sundays among four community facilities - Westside, Franklin, Davis and MacKenzie Centers. Number of rentals	N/A	80	15	54
 Achieve 90% occupancy of available community garden plots. Occupancy rate	99%	90%	99%	90%
Fill 95% of affordable non-profit lease spaces in Neighborhood Community Centers for the delivery of medical and social programs or services. Occupancy rate	100%	95%	100%	95%
Facilitate 3 total neighborhood or community-wide events to provide recreational, educational and cultural activities for the community. Number of events	2	4	4	3

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Free meals served by CommUnify's (formerly Community Action Commission) Senior Meal program at the Louise Lowry Davis and Franklin Centers	8,192	8,000	14,000	11,000
Unduplicated individuals served through food distribution (Farmer's Market and Food Pantry programs).	1,665	1,100	1,500	1,100
Youth and adults mentored, trained, or employed through the Job Apprenticeship Program.	120	70	60	40
Youth participating in the Santa Barbara Youth Arts Alliance program	44	40	40	30

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RECENT PROGRAM ACHIEVEMENTS

Completed construction of a significant storm water treatment retrofit project at Bohnett Park.

Creeks Restoration and Water Quality Improvement (Program No. 6511)








Mission Statement

Improve creek and ocean water quality and restore natural creek systems with the implementation of storm water and urban runoff pollution reduction, creek restoration, and community education programs.

Program Activities

- Research and monitor creek and ocean water quality.
- Oversee clean water operations, including creek cleanups and storm drain screen maintenance.
- Enforce storm water and urban runoff pollution codes.
- Develop, implement, and maintain water quality improvement and creek restoration capital projects.
- Oversee surface water pollution prevention and treatment programs.
- Administer the City's Storm Water Management Program, including providing annual reports to the State and Regional Water Quality Control Boards.
- Complete grant reporting requirements for all grant funded capital projects.
- Coordinate community water quality information and clean water business assistance programs.

Project Objectives for Fiscal Year 2022

-  Secure Creeks Advisory Committee support for the FY 2023 Water Quality Research and Monitoring Plan.
-  Produce an annual report summarizing water quality samples collected and results for public distribution.
-  Complete construction of a storm water treatment retrofit project in a City right-of-way.
-  Complete construction of the Arroyo Burro Open Space Restoration Project - Phase II.
-  Complete preliminary design plans for a water quality improvement and creek restoration project on Arroyo Burro at Palermo Drive.
-  Initiate construction of a water quality improvement and wetland restoration project at the Andrée Clark Bird Refuge.
-  Initiate planning and preliminary design for a creek restoration and water quality improvement project on Mission Creek in Oak Park.





Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.85	8.98	8.98	8.98	8.98
Hourly Employee Hours	0	0	0	0	0
Revenues					
Transient Occupancy Tax	\$ 3,028,065	\$ 3,448,226	\$ 2,905,480	\$ 3,900,000	\$ 4,290,000
Interest Income	367,999	253,000	253,000	97,945	96,640
Other Revenue	13,602	13,072	12,551	12,402	12,402
Intergovernmental	800,000	-	-	-	-
Total Revenue	\$ 4,209,666	\$ 3,714,298	\$ 3,171,031	\$ 4,010,347	\$ 4,399,042
Expenditures					
Salaries and Benefits	\$ 1,231,162	\$ 1,353,255	\$ 1,240,958	\$ 1,414,512	\$ 1,441,046
Supplies and Services	870,500	1,435,317	1,184,443	1,481,436	1,432,542
Special Projects	3,566	10,399	5,399	13,409	10,100
Non-Capital Equipment	1,881	11,000	6,500	11,000	11,000
Transfers Out	171,921	196,851	196,851	199,431	202,507
Tax Expense	9,546	10,000	10,000	10,000	11,000
Total Expenditures	\$ 2,288,576	\$ 3,016,823	\$ 2,644,151	\$ 3,129,788	\$ 3,108,195
Capital Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Program	2,690,190	8,473,961	1,864,740	1,025,000	1,475,000
Total Expenditures	\$ 4,978,767	\$ 11,490,784	\$ 4,508,891	\$ 4,154,788	\$ 4,583,195
Addition to (Use of) Reserves	\$ (769,100)	\$ (7,776,486)	\$ (1,337,860)	\$ (144,441)	\$ (184,153)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Maintain 95% response rate to enforcement calls within one working day. Percent of enforcement calls receiving response within one working day	100%	95%	95%	95%
 Perform 95% of creek clean-ups within 48 hours of work order. Percent of Creek cleanup responses within 48 hours of work order	100%	95%	95%	95%
 Conduct at least 20 inspections for the certified Clean Water Business Program. Number of inspections performed in Clean Water Business Program	0	20	0	20
 Provide watershed education programs to at least 3,000 school-age children in Santa Barbara. School-age children provided with watershed education programs	2,679	3,000	3,000	3,000
 Inspect at least 10 large City facilities for compliance with water pollution prevention best management practices. City facilities inspected	11	10	10	10
 Complete review and comment on 100% of development plans submitted for Tier 3 storm water quality compliance. Plans reviewed	100%	100%	100%	100%
 Complete at least 20 hours of follow-up inspections to ensure storm water treatment measures are properly installed and maintained. Hours of inspections	22	20	20	20
 Provide public education on storm water impacts and clean water solutions at six community events per year. Public education provided at community events	13	6	6	6
 Conduct eight community creek stewardship and cleanup projects. Creek stewardship and clean-up projects	6	8	8	8
 Conduct 90% of scheduled sampling events, including biweekly and quarterly sample collection, special studies, storm monitoring, and logger deployment, at all water quality monitoring sites. Percent of scheduled water quality monitoring sites sampled	97%	90%	90%	90%
 Maintain 100% compliance with permit conditions at water quality improvement and restoration project sites. Percent of scheduled biweekly monitoring and watershed sites sampled	100%	100%	100%	100%

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Apply for a minimum of four new grants. Grants applied for	4	4	4	4
 Sign up at least 75 additional email subscribers for Creeks Division information. New email subscribers	79	75	75	75
 Increase the number of Creeks Division social media followers by 250. New social media followers	335	250	250	250
 Inspect at least 20 parking lots (with 25 spaces or more) for compliance with water pollution prevention best management practices. Parking lots inspected	30	20	20	20
 Inspect/clean 50 miles of City creeks annually. Miles of City creeks inspected/cleaned	32	50	50	50

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RECENT PROGRAM ACHIEVEMENTS

Golf has been perceived as a safe sport to play throughout the pandemic and has seen a surge of participation in FY21 with paid rounds projected to end the year 18% over budget.

Golf

(Program No. 6711)

Mission Statement

Santa Barbara Golf Club is dedicated to providing residents and visitors an exceptional and affordable golfing experience in a friendly, inclusive environment for socializing and enjoying nature.

Program Activities

- Manage a contract that oversees golf services, including daily play, youth programming, tournaments, lessons, equipment rental, driving range, and food service for residents and visitors in Santa Barbara.
- Maintain 108 acres of land (85 acres of developed golf area) in accordance with golf industry best practices and the City's Integrated Pest Management Program.
- Manage a contract for Golf Course facilities, including the Pro Shop, parking lot, and walkways to a high standard befitting a leading municipal Golf Course.
- Plan and implement capital improvement projects to maintain and enhance the City's municipal Golf Course.


Project Objectives for Fiscal Year 2022

- Implement Capital plan on-time and on-budget to improve the infrastructure and playability of the golf course while minimizing the impact on customer enjoyment during project construction.
- Work with management company and restaurant concessionaires to improve communication and coordination for scheduling and increasing the number of tournament rounds and events at Santa Barbara Golf Club.
- Implement a year-round schedule of instructional programs, tournaments, activities and community events that help increase paid golf rounds and the use of the facilities for golfers and non-golfers throughout the community.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.35	0.35	0.35	0.40	0.40
Hourly Employee Hours	0	0	0	0	0
Revenues					
Golf Fees	\$ 2,603,206	\$ 2,971,865	\$ 3,439,369	\$ 3,141,769	\$ 3,234,223
Rents (Concessions)	116,802	159,071	162,459	205,211	162,252
Interest Income	19,291	11,000	10,000	10,745	10,640
Other Revenue	22,877	37,048	8,258	27,495	28,320
Donations	20,702	19,000	-	19,000	-
Total Revenue	\$ 2,782,877	\$ 3,197,984	\$ 3,620,086	\$ 3,404,220	\$ 3,435,435
Expenditures					
Salaries and Benefits	\$ 68,468	\$ 66,103	\$ 52,327	\$ 82,602	\$ 85,127
Supplies and Services	2,037,285	2,785,341	2,665,491	2,785,569	2,806,628
Special Projects	90	-	-	-	-
Transfers Out	6,883	1,290	1,290	-	-
Debt Service	16,435	53,998	53,998	41,430	41,430
Total Operating Expenditures	\$ 2,129,160	\$ 2,906,732	\$ 2,773,106	\$ 2,909,601	\$ 2,933,185
Capital Grants	-	-	-	-	-
Capital Program	\$ 205,296	\$ 423,970	\$ 423,971	\$ 210,636	\$ 228,000
Total Expenditures	\$ 2,334,457	\$ 3,330,702	\$ 3,197,077	\$ 3,120,237	\$ 3,161,185
Addition to (Use of) Reserves	\$ 448,420	\$ (132,718)	\$ 423,009	\$ 283,983	\$ 274,250



Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Grow Greens and Cart Fee Revenue per round to \$42.36.				
Greens and Cart Fee Revenue / Total Rounds Played	\$35.08	\$35.06	\$37.86	\$42.36
Grow paid participation in Golf to 60,000 paid rounds.				
Paid rounds of golf	54,465	54,636	60,574	60,000
 Manage the usage of potable water to best conserve water resources, while maintaining golf course greens in a desirable play condition.				
HCF used to maintain Greens	8,390	8,567	8,396	8,359
Achieve average customer service score of 90% or better.				
Average customer service score	90%	90%	100%	90%
Grow preferred card holder membership to 550 players or greater.				
Number of players enrolled in preferred card holder membership	597	525	699	550

PROGRAMS & SERVICES

Golf (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Golf Concessionaire Revenue - Food and Beverage	\$155,865	\$159,070	\$117,000	\$159,070
Complete monthly facility inspections of clubhouse and maintenance facilities in compliance with Management Contract	12	12	12	12
 Quantity of "red" liquid pest control materials used in support of the City IPM Program (in gallons)	43.58	15.00	24.00	15.00
 Quantity of "red" solid pest control materials used in support of the City IPM Program (in pounds)	0.0	20.0	4.0	20.0
Maintenance Cost per Round	\$19.43	\$21.58	\$20.00	\$22.98

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PARKS AND RECREATION PROGRAMS

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Golf

- **Park Operations Management**
 - Parks Grounds and Facilities Maintenance
 - Forestry
 - Beach Maintenance
 - Medians, Parkways and Contracts



RECENT PROGRAM ACHIEVEMENTS

Working with Parks Operations staff, Park Ranger, Police Department and City Attorney, developed and implemented a plan to clean up the encampments on and along City beaches.

Park Operations Management (Program No. 6911)

Mission Statement

Manage park maintenance operations, sports fields, playgrounds, park and street tree resources, recreation facilities landscaping, capital projects, secure grants, monitor safety programs, division budget, and overall ordinance compliance related to parks and street trees.

Program Activities

- Oversee long range planning, set goals, and manage budget resources for parks and open space.
- Respond to citizen inquiries regarding park operations, street tree operations, and record keeping.
- Coordinate park project planning and inter-departmental efforts.
- Work with school district staff on issues related to the Joint Use Agreement between the City and the Santa Barbara School District.
- Administer the Park Ranger Program for public safety and enjoyment of parks and school facilities.
- Oversee the Citywide Integrated Pest Management program.
- Monitor the vegetation management work plan for open space parks.

Project Objectives for Fiscal Year 2022

- Implement annual work plan for Parma Park.
- Complete the Citywide Integrated Pest Management program annual report and present to Commissions and City Council.
- Complete annual vegetation management work program for open space parks in high fire areas by June 15, 2022.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	6.50	6.50	6.50	6.50	6.50
Hourly Employee Hours	0	0	0	0	0
Revenues					
Donations	\$ 134,492	\$ 130,787	\$ 125,787	\$ 33,009	\$ 33,009
General Fund Subsidy	704,817	1,215,411	828,573	786,922	916,074
Total Revenue	\$ 839,309	\$ 1,346,198	\$ 954,360	\$ 819,931	\$ 949,083
Expenditures					
Salaries and Benefits	\$ 659,310	\$ 779,534	\$ 692,870	\$ 810,302	\$ 841,165
Supplies and Services	90,121	106,853	97,114	83,936	89,320
Special Projects	56,427	444,113	148,778	33,213	-
Non-Capital Equipment	490	1,100	1,000	7,500	4,000
Transfers Out	32,961	-	-	-	-
Capital Equipment	-	14,598	14,598	14,598	14,598
Departmental Reductions	-	-	-	(129,618)	-
Total Expenditures	\$ 839,309	\$ 1,346,198	\$ 954,360	\$ 819,931	\$ 949,083

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve 85% of Parks Division objectives.				
Percent of Division performance measures achieved	75%	85%	78%	85%
Maintain 348 acres of developed parkland at a cost of \$13,607 per acre.				
Cost to maintain an acre of parkland	\$12,641	\$13,607	\$13,474	\$13,607
Maintain 1,227 acres of open space at a cost of \$429 per acre.				
Cost to maintain an acre of open space	\$398	\$429	\$426	\$429
Ensure that 90% of public service requests receive a response within five working days.				
Response time for public service requests	100%	90%	100%	90%
Ensure that 21,000 Park Ranger premise checks are conducted for parks, facilities and school sites.				
Park Ranger premise checks	26,376	21,000	13,000	21,000
Complete 7 park volunteer projects.				
Number of projects.	12	10	4	7
Complete monthly waterfront maintenance inspections and reporting.				
Inspections per year	8	12	12	12

PARKS AND RECREATION PROGRAMS

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- **Parks Grounds and Facilities Maintenance**
- Forestry
- Beach Maintenance
- Medians, Parkways and Contracts



RECENT PROGRAM ACHIEVEMENTS

Completed the Turf Renovation Project of Willowglen Park.

Parks Grounds and Facilities Maintenance

(Program No. 6912)

Mission Statement

Provide safe and high quality open space, parks, sports fields, playgrounds, building landscaping, and restrooms.

Program Activities

- Repair and reconstruct of existing park features such as softball backstops, signs, benches, hardscape, and other park amenities.
- Maintain 23 restroom facilities to the highest standards.
- Manage 22 playgrounds, including routine safety inspection and follow-up, replacements, modifications for universal access, and user safety.
- Oversee grounds maintenance, including litter control, trash removal, hardscape cleaning, the pruning, planting, and fertilizing of landscape plants, mowing, turf management, and sports field maintenance.
- Coordinate water use management, irrigation repair, replacement, and performance management.
- Maintain 1,183 acres of open space in 12 areas and oversee vegetative fuels management of open space parks.
- Complete monthly pesticide usage reports on time as required by the County Agricultural Commissioner.


Project Objectives for Fiscal Year 2022

- Aerate sports fields to encourage healthy turf at Cabrillo, Chase Palm, Dwight Murphy, Pershing, and MacKenzie twice per year.
- Complete a minimum of two special trainings for staff on horticultural topics by June 30, 2022.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	28.25	28.25	28.25	28.25	28.25
Hourly Employee Hours	13,761	16,876	1,989	16,504	16,946
Revenues					
Inter-fund Reimbursement	\$ 241,590	\$ 241,590	\$ 241,590	\$ 241,590	\$ 241,590
Donations	102,545	62,500	62,500	62,500	62,500
General Fund Subsidy	4,731,949	5,080,317	4,963,977	5,202,098	5,389,013
Total Revenue	\$ 5,076,084	\$ 5,384,407	\$ 5,268,067	\$ 5,506,188	\$ 5,693,103
Expenditures					
Salaries and Benefits	\$ 2,855,060	\$ 3,098,655	\$ 3,002,562	\$ 3,219,184	\$ 3,350,201
Supplies and Services	2,115,376	2,129,620	2,116,372	2,180,071	2,235,969
Special Projects	51,353	60,338	103,338	82,129	82,129
Non-Capital Equipment	53,584	45,794	45,795	24,804	24,804
Capital Equipment	711	50,000	-	-	-
Total Expenditures	\$ 5,076,084	\$ 5,384,407	\$ 5,268,067	\$ 5,506,188	\$ 5,693,103

Measurable Objectives for Fiscal Year 2022





	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Repair or secure 100% of reported safety issues within an average of eight work hours of notification.				
Percent of reported safety issues repaired or secured within average of eight work hours of notification	100%	100%	100%	100%
Complete 100% of monthly park and playground safety inspections (504 total).				
Park safety inspections completed	504	504	504	504
Complete 80% of non-safety work orders within five working days.				
Non-safety work orders completed	92%	80%	90%	80%
Ensure that 80% of parks grounds inspections meet established park maintenance standards.				
Percent of park grounds inspections in compliance	86%	80%	80%	80%
 Renovate a minimum of 1,000 square feet of planter bed for reduced pesticide use in support of the City IPM Program.				
Square feet of planter bed renovated	19,000	1,000	5,100	1,000
Maintain park restroom cleanings an average of two times per day.				
Average daily park restroom cleanings.	N/A	N/A	N/A	2

PROGRAMS & SERVICES

Parks Grounds and Facilities Maintenance

(Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Hours spent on Neighborhood Improvement Program	812	500	0	500
 Quantity of "green" pest control materials used in support of the City IPM program in gallons	2.30	25.00	15.00	25.00
 Quantity of "yellow" pest control materials used in support of the City IPM program in gallons	0.13	10.00	5.00	10.00
 Quantity of "red" pest control materials used in support of the City IPM program in gallons	0	0	0	0
 Cubic yards of mulch used throughout the parks system to combat weed growth and conserve water	695	500	800	500
Evaluate monthly water usage and monitor expenditures in accordance with the budget	12	12	12	12

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➤ **Forestry**
Beach Maintenance
Medians, Parkways and Contracts



RECENT PROGRAM ACHIEVEMENTS

Made site improvements around significant trees within the Parks system; included radial trenching, amending soil, and mulching in the dripline of trees to help improve health and longevity.

Forestry Program No. (6913)

Mission Statement

Plant and maintain City owned street, park, and facility trees for the benefit of residents and to ensure a safe and healthy community forest.

Program Activities

- Manage 25,000 street trees and 9,300 park and facility trees.
- Oversee stump and root management.
- Coordinate young tree planting and management.
- Inspect potentially hazardous trees.
- Communicate City policies and ordinances regarding tree issues and coordinate citizen requests for tree planting.
- Respond to citizen tree maintenance requests, such as removal and scheduled block pruning.
- Enforce street tree and front yard setback tree ordinance.




Project Objectives for Fiscal Year 2022

- 🌿 Prioritize 50% of trees to be planted in neighborhoods with the fewest trees.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	9.00	9.00	9.00	9.00	9.00
Hourly Employee Hours	1,494	2,093	2,051	2,166	2,235
Revenues					
Inter-fund Reimbursement	\$ 897,198	\$ 902,303	\$ 902,303	\$ 918,544	\$ 936,915
Other Revenue	3,189	13,902	5,500	13,902	13,902
General Fund Subsidy	518,647	478,879	437,207	497,412	539,128
Total Revenue	\$ 1,419,034	\$ 1,395,084	\$ 1,345,010	\$ 1,429,858	\$ 1,489,945
Expenditures					
Salaries and Benefits	\$ 900,707	\$ 1,012,184	\$ 962,079	\$ 1,030,868	\$ 1,082,252
Supplies and Services	513,412	364,507	365,728	397,490	406,193
Special Projects	4,915	16,893	15,703	-	-
Non-Capital Equipment	-	1,500	1,500	1,500	1,500
Total Expenditures	\$ 1,419,034	\$ 1,395,084	\$ 1,345,010	\$ 1,429,858	\$ 1,489,945


Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Provide 4,400 tree maintenance service units to City street trees.				
Street tree maintenance service units	4,150	4,400	4,000	4,400
 Provide 1,070 tree maintenance service units to City park trees.				
Park and facility trees serviced	1,214	1,070	1,070	1,070
Complete 93% of service inspections requested within 10 working days.				
Service inspection requests completed within 10 working days	96%	93%	94%	93%
Inspect and act on 100% of tree ordinance violations within 30 days.				
Percent of ordinance violations acted on within 30 days	100%	100%	100%	100%
Maintain average tree service at a cost of \$253.00 per tree.				
Service cost per tree	\$258.66	\$250.81	\$275.00	\$253.00
Complete 90% of stump removals within 30 days of tree removal.				
Percent of stump removals completed within 30 days of tree removal	88%	90%	91%	90%
 Plant trees at a rate of 1.5 times the annual average loss of 150 trees.				
Number of trees planted	98	225	225	225

PROGRAMS & SERVICES

Forestry (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Service inspections	1,126	1,050	1,250	1,050
Ordinance violations reported	20	20	14	20
 Cubic yards of mulch produced for City weed deterrent program	530	450	450	450
Neighborhood Improvement Program events	1	5	0	5

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PARKS AND RECREATION PROGRAMS

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- Medians, Parkways and Contracts



RECENT PROGRAM ACHIEVEMENTS

Worked with Recreation Division staff to grade and groom the sand on all beach volleyball courts for safety and playability.

Beach Maintenance

(Program No. 6914)

Mission Statement

Clean, grade, and groom beaches to maintain clean and safe beaches for the enjoyment of residents and visitors.

Program Activities

- Perform maintenance duties of raking, sand grooming, and minor grading of beaches to improve safety and enhance user experience.
- Remove and dispose of litter, storm debris, and dead marine mammals to prevent trash and debris from entering the ocean ecosystem.
- Oversee creek outlet cleaning, maintenance, and annual installation and removal of lifeguard towers.
- Complete beach monitoring surveys in conjunction with every grooming and raking cycle to identify, document and protect endangered and other species.





Project Objectives for Fiscal Year 2022

- 🌿 Complete Snowy Plover monitoring surveys in conjunction with every beach grooming and raking cycle.



Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	1,220	1,120	789	1,120	1,131
Revenues					
General Fund Subsidy	\$ 141,124	\$ 158,119	\$ 119,517	\$ 138,093	\$ 148,301
Total Revenue	\$ 141,124	\$ 158,119	\$ 119,517	\$ 138,093	\$ 148,301
Expenditures					
Salaries and Benefits	\$ 101,702	\$ 106,961	\$ 68,632	\$ 102,927	\$ 112,302
Supplies and Services	39,422	51,158	50,885	35,166	35,999
Total Expenditures	\$ 141,124	\$ 158,119	\$ 119,517	\$ 138,093	\$ 148,301

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Groom sand on Leadbetter, West, and East beaches 10 times between May and October. Beach grooming cycles	10	10	10	10
 Rake beach sand on Leadbetter, West, and East beaches six times between November and April. Beach rake cycles	5	6	6	6
 Conduct manual cleaning of the perimeter of Mission Creek Lagoon on East Beach an average of two times per week to reduce beach and ocean pollution. Mission Lagoon perimeter hand-cleanings	114	110	110	110
 Conduct manual cleaning of Sycamore Creek Outfall an average of two times per week to reduce beach and ocean pollution. Sycamore Creek Outfall hand-cleanings	110	110	110	110
Remove 100% of beached marine mammals within 48 hours of receiving a report. Response time for removing beached marine mammals	1	1	1	1

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Beached marine mammals removed	6	15	12	15
 Pounds of beach debris removed	720,000	550,000	600,000	550,000
Beach way inspections and cleanings	88	88	90	88

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Forestry
Beach Maintenance
➤ **Medians, Parkways and Contracts**



RECENT PROGRAM ACHIEVEMENTS

Developed an Islands, Medians, Parkways and Brush Clearing Landscape Maintenance Contract that included additional sites previously maintained by Public Works/Streets Division.

Medians, Parkways and Contracts (Program No. 6916)

Mission Statement

Maintain City street medians, parkways, and gateways at required maintenance service levels for safety and aesthetics, and manage Parks Division landscape maintenance contracts.

Program Activities

- Oversee staff operations for 13 acres of median and parkway maintenance.
- Oversee contract management of gateway medians and parkways.
- Oversee the Sheffield landscape maintenance contract.
- Complete annual vegetative fuels management for Sheffield Open Space.



Project Objectives for Fiscal Year 2022

- 🍃 Complete Sheffield Open Space Vegetative Fuels Management by June 15, 2022.
- Assist Public Works Streets Division with the clean-up of Cacique Underpass.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.65	2.65	2.65	2.65	2.65
Hourly Employee Hours	1,080	1,618	1,166	1,535	1,655
Revenues					
Inter-fund Reimbursement	\$ 189,801	\$ 251,394	\$ 251,394	\$ 254,299	\$ 257,585
General Fund Subsidy	286,788	280,793	253,716	307,468	322,075
Total Revenue	\$ 476,589	\$ 532,187	\$ 505,110	\$ 561,767	\$ 579,660
Expenditures					
Salaries and Benefits	\$ 304,757	\$ 320,513	\$ 284,975	\$ 321,069	\$ 334,472
Supplies and Services	146,832	206,674	195,135	215,698	220,188
Special Projects	25,000	5,000	25,000	25,000	25,000
Total Expenditures	\$ 476,589	\$ 532,187	\$ 505,110	\$ 561,767	\$ 579,660

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that 75% of medians and parkways meet established park maintenance standards.				
Percent pass	82%	75%	80%	75%
 Provide median walkthrough inspections with landscape contractor on a monthly basis to ensure conformance to standards and contract specifications.				
Inspections	12	12	12	12
 Apply a minimum of 50 yards of mulch to gateway medians to control weeds.				
Yards applied	56	50	50	50
Maintain 549,281 square feet of medians and parkways at a cost of \$0.64 per-square foot.				
Cost to maintain a square foot of median and parkway	\$0.57	\$0.64	\$0.64	\$0.64

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DEPARTMENT SUMMARY

Police

Operating under a community-oriented policing philosophy, create and maintain a safe community where people can live in peace without the fear of crime.

About Police

The Police Department is responsible for providing law enforcement services to the City of Santa Barbara. Working in partnership with the community, quality and professional law enforcement services are provided in a fair and efficient manner.

The Field Operations Division provides police services to the community, which includes a 24-hour 9-1-1 combined police and fire communications center, police patrol response to 9-1-1 calls for service, traffic enforcement, parking enforcement, gang and nightlife enforcement, mental health co-response unit, restorative policing, and quality of life response teams.

The Strategic Operations and Personnel, Internal Operations and Criminal Investigations Division manages, departmental planning, training, recruitment, wellness, information technology, animal control services, departmental fleet and facilities, staffs City sanctioned special events, provides fiscal oversight and conducts follow-up investigations from initial crime reports that include crimes against persons, property, narcotics, gangs, schools, and forensic investigations. It also provides services within the organization including records management, and evidence management.

Our motto “Dedicated to Serve” captures our commitment to ensure a safe and secure place for people to live, work and enjoy our community.

Fiscal Year 2022 Budget Highlights

The Department continues to focus on 21st century policing concepts, employee wellness and community accountability. Key efforts included:

- The creation of the Community Accountability Program
- Creation of a full-time mental health co-response unit
- Continued development of employee wellness and peer support programs
- Advancing Principled Policing and Procedural Justice, both internal and external
- Continue to foster a culture of de-escalation and reverence for preservation of life

Department Financial and Staffing Summary

Police Department is budgeted in the General Fund, Police Asset Forfeiture and Grants Fund,



DEPARTMENT SUMMARY

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	210.00	210.00	210.00	209.00	209.00
Hourly Employee Hours	11,476	760	0	345	9,488
Revenues					
Parking Violations	\$ 1,803,234	\$ 2,370,000	\$ 1,616,924	\$ 2,398,500	\$ 2,457,000
Traffic Safety	295,842	607,781	252,380	233,000	245,000
Prop. 172 Sales Tax	291,429	283,557	288,965	303,967	314,158
Donations	49,753	17,500	17,500	17,500	17,500
Fines & Forfeitures	35,455	50,000	15,055	30,000	40,000
Fees and Service Charges	570,310	762,500	354,600	645,500	715,500
Inter-fund Reimbursement	439,318	439,414	402,885	309,420	319,510
Intergovernmental	696,318	596,773	591,854	600,231	602,686
Licenses	142,335	161,174	118,607	137,866	151,558
Other Revenue	101,691	142,000	92,484	146,037	167,650
General Fund Subsidy	40,752,912	40,803,076	40,265,464	41,329,032	44,972,194
Total Revenue	\$45,178,596	\$46,233,775	\$ 44,016,718	\$ 46,151,053	\$ 50,002,756
Expenditures					
Salaries and Benefits	\$39,029,139	\$40,500,901	\$ 38,394,578	\$ 42,400,869	\$ 43,948,961
Supplies and Services	5,737,174	5,097,887	4,905,121	5,592,433	5,874,735
Special Projects	72,745	92,342	18,000	12,000	12,000
Capital Equipment	-	45,102	45,102	-	-
Non-Capital Equipment	336,893	571,885	649,886	167,060	167,060
Departmental Reductions	-	-	-	(2,021,309)	-
Debt Service	-	-	4,159	-	-
Total Department Expenditures	\$45,199,842	\$46,308,117	\$ 44,016,846	\$ 46,151,053	\$ 50,002,756

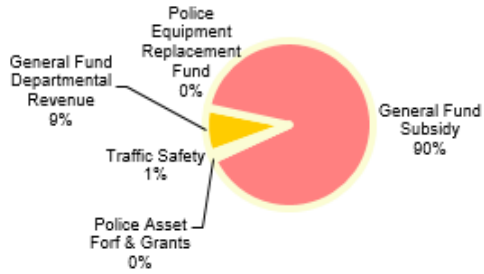
Supplemental Law Enforcement Fund, Miscellaneous Grants Fund, and the Traffic Safety Fund.



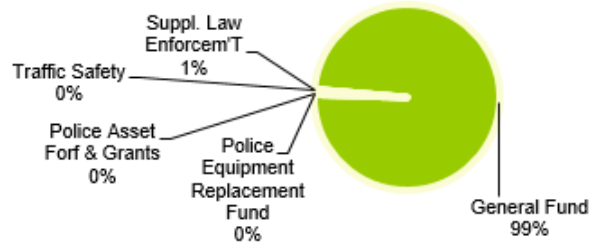
DEPARTMENT SUMMARY

Department Fund Composition

Department Revenues by Fund

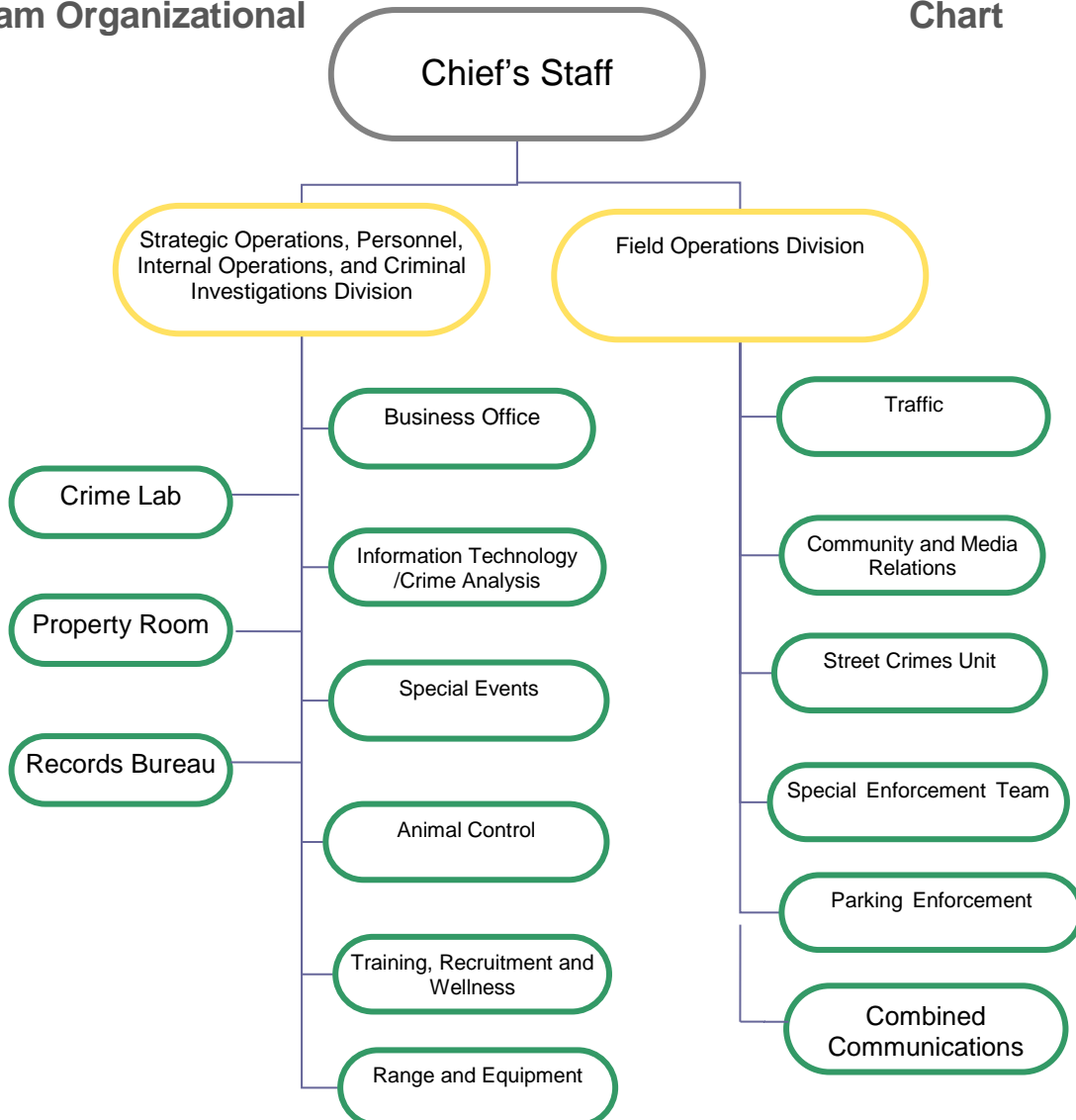


Department Appropriations by Fund



Program Organizational

Chart



POLICE PROGRAMS

- Chief's Staff & Community Accountability
 - Business Office and Financial Planning
 - Strategic Operations and Personnel
 - Co-Response and Restorative Policing
 - Public Safety for Special Events
 - Animal Control
 - Training, Recruitment and Wellness
 - Range and Equipment
 - Field Operations and Patrol
 - Traffic Safety
 - Street Crimes Unit
 - Special Enforcement Team
 - Combined Communications Center
 - Criminal Investigations and Internal Operations
 - Crime Lab
 - Information Technology/Crime Analysis
 - Property and Evidence Management
 - Records and Parking Customer Service
 - Parking Enforcement
 - Nightlife Enforcement Team (NET)



RECENT PROGRAM ACHIEVEMENTS

Created the Community Liaison Officer position and began work on developing more transparency initiatives.

Chief's Staff & Community Accountability

(Program No. 3411)

Mission Statement

Ensure that the organization is operating in a professional manner at all levels with a solid and consistent focus on community policing through team approaches and employee accountability.

Program Activities

- Manage, oversee, and monitor the operations of the Santa Barbara Police Department, which includes 3 divisions that provide public safety for the Santa Barbara Community and focus on quality of life issues.
- Investigate and evaluate all complaints related to the performance and conduct of the members of the Police Department.
- Assist other City departments in gathering information related to public liability claims and other personnel matters.
- Build trust and legitimacy regarding police activities, crime trends, and emergency situations with media releases, interviews and social media postings.
- Investigate special requests from City Hall and respond with information in a timely manner.
- Oversee and manage development and implementation of Community Liaison Officer program
- Promote public trust by establishing a culture of accountability and transparency.
- Create positive engagement opportunities with all youth in the community.

Project Objectives for Fiscal Year 2022

- Develop and implement transparency initiative to release information to employees and the community related to community complaints and outcomes of investigations.
- Develop and implement Community Liaison Officer program, identify first line supervision, and develop measurable objectives
- Evaluate police-public complaint mediation as alternative dispute resolution for complaints against employees. If feasible, develop and implement process.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	1,249	760	0	345	0
Revenues					
Parking Violations	\$ 1,803,234	\$ 2,370,000	\$ 1,616,924	\$ 2,398,500	\$ 2,457,000
Prop. 172 Sales Tax	291,429	283,557	288,965	303,967	314,158
Donations	42,697	15,000	15,000	15,000	15,000
Fines & Forfeitures	1,105	10,000	55	-	-
Fees and Service Charges	180,169	277,500	145,100	255,500	256,000
Inter-fund Reimbursement	-	-	(35,000)	(150,000)	(150,000)
Intergovernmental	58,558	45,000	18,000	45,000	45,000
Other Revenue	14,009	35,000	54,787	45,000	50,000
Total Revenue	\$ 2,391,200	\$ 3,036,057	\$ 2,103,831	\$ 2,912,967	\$ 2,987,158
Expenditures					
Salaries and Benefits	\$ 895,102	\$ 757,361	\$ 843,254	\$ 760,497	\$ 745,929
Supplies and Services	299,802	161,117	113,746	107,534	117,544
Special Projects	7,102	86,342	12,000	12,000	12,000
Departmental Reductions	-	-	-	(2,021,309)	-
Total Expenditures	\$ 1,202,006	\$ 1,004,820	\$ 969,000	\$ (1,141,278)	\$ 875,473

PROGRAMS & SERVICES

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve 80% of the department program objectives.				
Percent of performance objectives	64%	80%	80%	80%
Host citizen outreach opportunities throughout the City.				
Citizen outreach opportunities completed	0	2	0	3
Investigate administrative complaints and complete 80% of the complaint investigations within 120 days of complaint.				
Percent of administrative complaint investigations completed in 120 days	73%	71%	100%	80%
Respond to 90% of special requests from City Council members, citizen inquiries and outside agencies within one working day of being assigned.				
Percent of requests responded to within one working day	97%	97%	100%	90%
Respond to 90% of City Attorney and Risk Management requests for investigation within one working day.				
Percent of requests responded to within one working day	95%	100%	92%	90%
Provide 12 media releases focusing on issues of community interest, efforts to engage youth and non-enforcement related activities of the Police Department.				
Media releases involving non-enforcement activities	N/A	15	14	15
Investigate formal citizen's complaints and complete 80% of the complaint investigations within 120 days of complaint.				
Percent of formal citizen's complaint investigations completed in 120 days	20%	72%	100%	80%
Increase followers to Santa Barbara Police Department official social media accounts by 500.				
Number of followers increased		995	896	900

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Formal citizen complaints	6	14	6	15
Community & Media Notifications	314	150	218	250
Citizen Pitchess Motions filed	3	3	0	3
Special requests from City Hall, citizen inquiries, and outside agencies	33	32	24	34
Hours donated by Volunteer Corps	1,565	2,500	264	1,000
Community Partnership Interactions	84	282	30	50
City Attorney and Risk Management requests	37	49	24	48
Administrative complaints	11	14	6	14
Youth Outreach Interactions including PAL	144	294	0	30

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➤ **Business Office and Financial
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Business Office and Financial Planning (Program No. 3413)

Mission Statement

Perform the administrative and fiscal functions for the Police Department, including purchasing, payroll, and revenue collection while providing fiscal support and oversight to all department divisions.

Program Activities

- Administer the preparation, implementation, and management of the department's budget.
- Provide timely management and support on all matters related to personnel and payroll actions.
- Process all Department purchasing and accounts payable and receivable actions.

Project Objectives for Fiscal Year 2022

- Transition the Parking Collection Section, including payments, reviews, and tows over to Records and Parking Customer Service Division.



RECENT PROGRAM ACHIEVEMENTS

Active partner in the replacement of the Department scheduling program and electronic time sheet implementation.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.00	4.00	4.00	5.00	5.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 190,139	\$ 190,000	\$ 190,000	\$ 190,000	\$ 190,000
Licenses	19,316	32,500	21,200	28,500	32,500
Other Revenue	1	-	-	-	-
General Fund Subsidy	305,643	287,336	349,559	500,502	529,945
Total Revenue	\$ 515,099	\$ 509,836	\$ 560,759	\$ 719,002	\$ 752,445
Expenditures					
Salaries and Benefits	\$ 451,738	\$ 435,164	\$ 481,327	\$ 649,768	\$ 675,788
Supplies and Services	63,361	74,672	79,432	69,234	76,657
Total Expenditures	\$ 515,099	\$ 509,836	\$ 560,759	\$ 719,002	\$ 752,445

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve a 99% accuracy rate in preparing and submitting Treasury Receipts				
Accuracy rate in preparing and submitting Treasury Receipts	0%	99%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Errors reported by Payroll in Kronos	63	105	42	100
Purchasing transactions processed	542	1,050	600	850
Accounts Payable transactions processed	1,828	1,900	2,000	1,875
Treasury Receipts prepared	832	700	700	750

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RECENT PROGRAM ACHIEVEMENTS

Expanded the Wellness
Unit by creating
partnership with At
Ease and other
community resources.
Created safety
procedures
department wide
during pandemic.

Strategic Operations and Personnel

(Program No. 3421)

Mission Statement

Provide community and internal support through collaboration, training and education.

Program Activities

- Coordinate and oversee the Police Department facilities maintenance in collaboration with other city departments.
- Administer and oversee current and future grant funded programs.
- Manage dance, taxi-cab, pedi-cab, and massage technician permitting processes and prepare staff reports for the Fire and Police Commission.
- Maintain the Wellness Program for the Police Department including Peer Support and At Ease liaison activity.

Project Objectives for Fiscal Year 2022

- Collaborate with At Ease in the new Santa Barbara Police Department Wellness Center and provide additional opportunities for overall employee wellness.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.00	5.00	5.00	3.00	3.00
Hourly Employee Hours	6,498	0	0	0	4,536
Revenues					
Inter-fund Reimbursement	\$ 87,000	\$ 87,000	\$ 87,000	\$ 87,000	\$ 87,000
Intergovernmental	22,489	-	15,000	-	-
Other Revenue	28,893	-	13,500	15,000	15,000
General Fund Subsidy	2,596,178	2,416,102	2,318,176	1,634,002	1,651,315
Total Revenue	\$ 2,734,560	\$ 2,503,102	\$ 2,433,676	\$ 1,736,002	\$ 1,753,315
Expenditures					
Salaries and Benefits	\$ 1,965,417	\$ 1,446,775	\$ 1,253,808	\$ 1,127,601	\$ 1,114,080
Supplies and Services	715,079	637,581	674,152	608,401	639,235
Special Projects	15,085	-	-	-	-
Capital Equipment	-	45,102	45,102	-	-
Non-Capital Equipment	15,086	373,643	460,614	-	-
Transfers Out	23,893	-	-	-	-
Total Expenditures	\$ 2,734,560	\$ 2,503,102	\$ 2,433,676	\$ 1,736,002	\$ 1,753,315

Strategic Operations and Personnel

(Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure Administrative Services program owners complete 80% of program objectives.				
Percent of program objectives completed	36%	80%	80%	80%
Complete 100% of Dance Permit Application Staff Reports at least 8 days prior to the corresponding Police & Fire Commission meetings.				
Percent of Dance Permit Application Staff Reports at least 8 days prior to the corresponding Police & Fire Commission meetings.	100%	100%	0%	100%
Process 95% of completed Dance Permit Renewal Applications within three weeks.				
Percent of completed Dance Permit Renewal Applications within three weeks.	100%	95%	100%	100%
Complete 95% of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations within three weeks of receipt of Live Scan results.				
Percent of Taxi Permit, Pedicab Permit, and Massage Technician Permit investigations within three weeks of receipt of Live Scan results.	100%	95%	100%	100%
Process 95% of permit renewal investigations (excluding Dance Permits) within three weeks of application.				
Percent of permit renewal investigations (excluding Dance Permits) within three weeks of application.	100%	95%	100%	100%
Ensure 100% of public records requests are responded to within 10 days. Requests directed and managed by the Public Information Manager.				
Ensure 100% of public records requests are responded to within 10 days.	1	1	1	1
Complete annual department policy manual updates including general orders and approved legal recommendations. Publish and distribute electronically and ensure 100% of active duty officers and reserve officers acknowledged all legally required policies.				
Complete annual department policy manual update. Ensure 100% of active duty officers and reserve officers acknowledged all legally required policies.	N/A	100%	100%	100%
Complete annual mileage review of all department vehicles to ensure uniform usage. Re-distribute vehicles as necessary. Review budget allocations to confirm on target for replacements.				
Complete annual mileage review of all department vehicles to ensure uniform usage.	N/A	1	1	1

PROGRAMS & SERVICES

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Hours donated by Reserve Corps	1,004	1,600	546	1,000
Number of active chaplains	7	7	4	4
Dance Permit Application Staff Reports completed	1	3	0	2
Dance Permit Renewal Applications processed	8	6	6	5
Security Alarm actions performed	21,753	23,000	20,676	20,000

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RECENT PROGRAM ACHIEVEMENTS

Co-response unit has helped to increase the number of outreach contacts and aid provided to the City's homeless population.

Co-Response and Restorative Policing

(Program No. 3427)

Mission Statement

Work with community partners using a combination of Restorative Policing efforts, the HEAP grant, and the Department's Co-response unit, to identify problems and collaborate on implementing solutions that produce meaningful results.

Program Activities

- Engage in multidisciplinary team approaches for planning, implementing, and responding to crisis situations.
- Collaborate with Santa Barbara County Behavioral Wellness to form a Co-Response unit which responds to calls involving persons experiencing a mental health crisis.
- Maintain the Restorative Policing Program and embrace a guardian mindset to build trust and legitimacy.

Project Objectives for Fiscal Year 2022

- Monitor the effectiveness and efficiency of the department's newly formed Co-Responses Unit.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	7.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Intergovernmental	85,450	85,000	85,750	86,523	87,318
General Fund Subsidy	1,090,452	535,640	341,129	495,014	525,480
Total Revenue	\$ 1,175,902	\$ 620,640	\$ 426,879	\$ 581,537	\$ 612,798
Expenditures					
Salaries and Benefits	\$ 1,142,887	\$ 517,242	\$ 327,895	\$ 480,673	\$ 509,242
Supplies and Services	17,323	17,185	12,771	15,864	18,556
Special Projects	(2,432)	-	-	-	-
Non-Capital Equipment	18,123	86,213	86,213	85,000	85,000
Total Expenditures	\$ 1,175,902	\$ 620,640	\$ 426,879	\$ 581,537	\$ 612,798

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Restorative Outreach Specialists conduct outreach contacts with homeless persons				
Number of outreach contacts with homeless persons.	N/A	1,375	1,730	1,700
Co-Response Units respond to an average of at least five (5) calls per work shift involving persons experiencing a mental health crisis to provide assistance.				

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Homeless persons placed in recovery programs	N/A	61	2	60
Homeless persons reunited with family or a stabilized environment with services	N/A	68	80	72
Number of 5150 holds placed for individuals experiencing a mental health crisis.	N/A	N/A	N/A	25
Number of voluntary placements for individuals experiencing a mental health crisis.	N/A	N/A	N/A	25

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RECENT PROGRAM ACHIEVEMENTS

Special Event related performance objectives have been impacted by the global pandemic. Staff continued to assist with creative solutions within all health orders.

Public Safety for Special Events

(Program No. 3443)

Mission Statement

Monitor special events within the City of Santa Barbara to ensure the safety of event organizers, participants, and the general public. Monitor and maintain specific ABC permits and licensing for various vendors operating within the City. Coordinate fleet and facility needs for the police department.

Program Activities

- Process all police related special events requests/ extra duty assignments in accordance with rules and regulations outlined in the new Municipal Code updates.
- Prepare and implement tactical plans for all events likely to require a police presence beyond the scope of day-to-day operations.
- Provide local law enforcement agency review and endorsement of Alcohol Beverage Control Special Event Daily License Applications.
- Support a culture and practice of policing that reflects the values of protection and dignity of all.
- Oversee day-to-day minor building maintenance requests.
- Manage all requests for repairs for department fleet vehicles.
- Monitor all manufacturer recalls on department vehicles and schedule vehicles for routine preventive maintenance.

Project Objectives for Fiscal Year 2022

- Develop a plan to exert local regulatory control in and around alcohol beverage establishments.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	5	0	0	0	0
Revenues					
Fees and Service Charges	\$ 165,543	\$ 255,000	\$ -	\$ 165,000	\$ 229,500
Other Revenue	5,460	8,500	-	6,037	7,650
General Fund Subsidy	649,821	62,965	203,787	405,180	381,451
Total Revenue	\$ 820,824	\$ 326,465	\$ 203,787	\$ 576,217	\$ 618,601
Expenditures					
Salaries and Benefits	\$ 661,961	\$ 317,490	\$ 196,152	\$ 429,047	\$ 468,626
Supplies and Services	158,863	8,975	7,635	147,170	149,975
Total Expenditures	\$ 820,824	\$ 326,465	\$ 203,787	\$ 576,217	\$ 618,601

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Process 100% of completed Special Events Permit Applications within five working days.				
Percent of Special Event Permit Applications processed within five working days	100%	100%	100%	100%
Process 100% of completed Alcohol Beverage Control Special Events Daily License Applications within three working days.				
Percent of Alcohol Beverage Control Special Events Daily License Applications processed within three working days	100%	100%	100%	100%
Provide a written response to 100% of completed Alcohol Beverage Control License Applications within 40 days.				
Percent of Alcohol Beverage Control License Applications responded to within 40 days	100%	100%	100%	100%

PROGRAMS & SERVICES

Public Safety for Special Events (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Completed Special Events Permit-Police Requests Applications processed	23	70	16	25
Operations Plans drafted	87	120	10	100
Alcohol Beverage Control Special Event Daily License Applications endorsed	52	125	36	80
Cost of providing Police services for the July 4th Celebration	\$66,615	\$65,000	\$0	\$65,000
Cost of providing Police services for the Old Spanish Days Celebration	\$349,044	\$360,000	\$0	\$300,000
Cost of providing Police services for the Solstice Celebration	\$0	\$40,000	\$40,000	\$40,000

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Animal Control

(Program No. 3461)

Mission Statement

Provide animal control related law enforcement activities within the City of Santa Barbara. Respond to calls for service regarding health and safety concerns related to domestic or wild animals.

Program Activities

- Investigate reports of possible rabies exposure from animal bites to humans and wildlife bites to domestic owned animals.
- Quarantine animals as required or submit specimen for lab testing.
- Enforce State Humane Laws under the Penal Code, California Code of Regulations, Civil Code, Fish and Game Code, Food and Agriculture Code, Health and Safety Code, Government Code, and Title 6 of the Santa Barbara Municipal Code.
- Impound stray, abused, neglected, injured, sick, abandoned, or aggressive animals. Humanely dispose of deceased animals.
- Deal patiently and effectively with frightened, fractious, and injured animals with the ability to humanely capture, control, carry, or subdue.
- Respond to calls for service regarding animal complaints seven days a week and provide standby service for emergencies after regular work hours.
- Promote good public relations by educating pet owners on laws pertaining to the care and control of animals, spaying, neutering, vaccinating, and licensing of pets.

Project Objectives for Fiscal Year 2022

- Works towards update of Animal Control related Municipal Codes that coordinate with County wide procedure.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	3.00	3.00	3.00	3.00	3.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Donations	\$ 7,056	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Licenses	123,019	128,674	97,407	109,366	119,058
Other Revenue	660	3,500	100	-	-
General Fund Subsidy	708,750	750,316	776,316	776,115	789,211
Total Revenue	\$ 839,485	\$ 884,990	\$ 876,323	\$ 887,981	\$ 910,769
Expenditures					
Salaries and Benefits	\$ 371,904	\$ 396,248	\$ 390,235	\$ 408,757	\$ 413,016
Supplies and Services	466,770	474,663	480,088	479,224	497,753
Special Projects	-	6,000	6,000	-	-
Non-Capital Equipment	811	8,080	-	-	-
Total Expenditures	\$ 839,484	\$ 884,990	\$ 876,323	\$ 887,981	\$ 910,769

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to 99% of Animal Control calls for service within 24 hours.				
Percent of animal control calls receiving a response within 24 hours	99%	98%	100%	99%
Quarantine 80% of identifiable animals involved in bites to humans within 24 hours of notification, excluding weekends.				
Percent of animals involved in bites to humans quarantined in 24 hours	82%	75%	63%	80%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Calls for service	1,888	2,450	1,566	2,000
Animals involved in bite incidents with humans	93	145	118	130
Animals impounded/disposed - live, injured or dead	603	700	548	600
Violations cited	62	175	32	120
Animals quarantined	76	142	72	130
Educational presentations	4	3	0	2

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RECENT PROGRAM ACHIEVEMENTS

Additional testing opportunities added for police officer as well as working with City Human Resources on an online critical option for police dispatcher.

Training, Recruitment and Wellness

(Program No. 3424)

Mission Statement

Recruit and hire qualified personnel and provide state mandated training for all department employees.

Program Activities

- Conduct recruiting activities with Human Resources personnel to recruit a broad range of diverse applicants including race, gender, language, life experience and culture.
- Oversee hiring process and background investigations on all prospective Police Department employees.
- Supervise police officer recruits at the Police Academy.
- Review training records of all employees legally mandated to comply with Peace Officer Standards Training (POST) requirements.
- Coordinate the department's training in developing a training plan and execute the plan.
- Ensure compliance with department safety training under the City's Injury and Illness Protection Plan.
- Prepare department policy manual recommendations for command staff approval and make regular updates.
- Incorporate Crisis Intervention Training (CIT) into training opportunities which equips officers to deal with individuals in crisis or living with mental disabilities, disease addiction, implicit bias and cultural responsiveness, policing in a democratic

Project Objectives for Fiscal Year 2022

- Ensure 95% of Sworn/Reserve Police Officers (excluding approved leaves) meet POST training requirements by December 31 of each even numbered calendar year. (Biennial POST training cycle).
- Identify courses and send POST certified officers, who have been selected as internal subject matter expert, to approved training opportunities. Focus areas include dealing with individuals in crisis, implicit bias and cultural responsiveness, policing in

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	6.00	6.00	7.00	7.00
Hourly Employee Hours	8	0	0	0	0
Revenues					
Other Revenue	\$ -	\$ -	\$ 1,497	\$ -	\$ -
General Fund Subsidy	988,832	1,302,287	1,249,587	1,759,332	1,820,422
Total Revenue	\$ 988,832	\$ 1,302,287	\$ 1,251,084	\$ 1,759,332	\$ 1,820,422
Expenditures					
Salaries and Benefits	\$ 666,657	\$ 1,017,963	\$ 1,043,448	\$ 1,363,801	\$ 1,414,263
Supplies and Services	322,175	284,325	207,636	395,531	406,159
Total Expenditures	\$ 988,832	\$ 1,302,287	\$ 1,251,084	\$ 1,759,332	\$ 1,820,422

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain 95% staffing level of authorized and not frozen, full-time positions.				
Percent maintained of authorized staffing level	94%	95%	91%	95%
Complete 91% of pre-employment personnel background investigations within 60 days of assigning and giving the Personal History Statement with binder to the Background Investigator.				
Percent of backgrounds completed within 60 days	92%	92%	77%	91%
Distribute 12 training bulletin to employees on various law enforcement topics.				
Monthly Training Bulletins	27	15	14	15

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Employees Hired	23	27	6	12
Pre-Employment Background Investigations Completed	95	100	26	50
Training Days Conducted	47	38	52	40
Crisis Intervention Training (CIT) training days conducted.	1	1	1	2

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RECENT PROGRAM ACHIEVEMENTS

Completed all firearms
qualifications while
maintaining all COVID
policy and procedures.

Range and Equipment (Program No. 3425)

Mission Statement

Provide real world firearms training to insure compliance for all officers and oversee the maintenance and issuance of operative, well-maintained safety equipment.

Program Activities

- Oversee primary weapon qualification for all regular and reserve officers, Harbor Patrol, and Airport Patrol.
- Operate an indoor firing range in order to provide firearm training and certification in a safe environment.
- Maintain condition and inventory control of department weapons, excluding SWAT inventory.
- Maintain the operation and cleanliness of indoor firing range.
- Maintain inventories of department safety equipment and replace safety equipment as needed.

Project Objectives for Fiscal Year 2022

- Place and maintain at least two alternative less lethal options in the armory for field operations deployment.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
General Fund Subsidy	\$ 1,474,600	\$ 1,350,349	\$ 1,344,116	\$ 1,437,708	\$ 1,480,474
Total Revenue	\$ 1,474,600	\$ 1,350,349	\$ 1,344,116	\$ 1,437,708	\$ 1,480,474
Expenditures					
Salaries and Benefits	\$ 128,070	\$ 130,348	\$ 127,129	\$ 141,667	\$ 150,553
Supplies and Services	1,343,191	1,219,111	1,216,987	1,296,041	1,329,921
Non-Capital Equipment	3,339	890	-	-	-
Total Expenditures	\$ 1,474,600	\$ 1,350,349	\$ 1,344,116	\$ 1,437,708	\$ 1,480,474

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure 100% active duty officers and reserve officers pass a shooting qualification course each quarter.				
Percent of Officers Qualified	100%	100%	100%	100%
Conduct annual inventory of all department firearms excluding SWAT.				
Weapon inventories done	1	1	1	1
Ensure 100% of all department utilized duty weapons are inspected for safety, and maintained as needed each year.				
Percent of weapons inspected	100%	100%	100%	100%
Ensure 100% of long rifles are cleaned and maintained each year (25% each quarter).				
Percent of long rifles cleaned and maintained	100%	100%	100%	100%
Service the range backstop and lead-trap annually.				
Number of range service events performed annually	1	1	1	1

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Officers qualified with primary weapon	512	545	500	500
Officers demonstrating proficiency with long rifle	124	185	150	160
Duty pistols inspected	538	567	522	550
Long rifles cleaned	80	80	82	80

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RECENT PROGRAM ACHIEVEMENTS

Priority One Emergency
calls for service response
time continues to trend
downward.

Field Operations and Patrol

(Program No. 3441)

Mission Statement

Under the philosophy of the Six Pillars of 21st Century Policing, respond to community needs through the enforcement of public safety laws and provide expedient responses to calls for service.

Program Activities

- Provide uniform patrol 24 hours a day, 7 days a week to prevent and deter crime.
- Respond to the community's calls for service.
- Conduct initial investigations and complete crime reports.
- Enforce State and Local statutes and traffic regulations.
- Facilitate the safe and efficient movement of motor vehicles, bicyclists, and pedestrians on City streets and thoroughfares.
- Develop and implement community policing strategies to reduce crime and enhance quality of life within our community.

Project Objectives for Fiscal Year 2022

- Focus on strategies to reduce response times to all level of calls for service.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	72.00	95.00	95.00	93.00	93.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Traffic Safety Fines	\$ 236,623	\$ 247,000	\$ 151,680	\$ 233,000	\$ 245,000
Fines & Forfeitures	34,350	40,000	15,000	30,000	40,000
Fees and Service Charges	34,459	40,000	19,500	35,000	40,000
Intergovernmental	224,487	218,104	218,104	218,104	218,104
Other Revenue	1,210	-	100	-	-
General Fund Subsidy	15,677,748	19,473,945	18,584,897	21,182,234	22,042,889
Total Revenue	\$ 16,208,877	\$ 20,019,049	\$ 18,989,281	\$ 21,698,338	\$ 22,585,993
Expenditures					
Salaries and Benefits	\$ 15,105,511	\$ 19,415,649	\$ 18,374,944	\$ 20,813,277	\$ 21,636,713
Supplies and Services	894,132	603,400	610,178	885,061	949,280
Non-Capital Equipment	209,234	-	-	-	-
Debt Service	-	-	4,159	-	-
Total Expenditures	\$ 16,208,877	\$ 20,019,049	\$ 18,989,281	\$ 21,698,338	\$ 22,585,993

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain an average response time at or below 7.0 minutes to all Priority One Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority One Emergency calls for service	5.8	7.0	5.8	7.0
Maintain an average response time at or below 14.5 minutes to all Priority Two Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Two Emergency calls for service	17.7	14.5	21.0	14.5
Maintain an average response time at or below 30.0 minutes to all Priority Three Non-Emergency calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Three Non-Emergency calls for service	36.2	30.0	39.0	30.0
Maintain an average response time at or below 50.0 minutes to all Priority Four Routine calls for service from the time the call is received to the time of arrival.				
Average response time to all Priority Four Routine calls for service	51.0	50.0	50.0	50.0

PROGRAMS & SERVICES

Field Operations and Patrol (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Hours lost due to injuries on the job by all Department employees	13,373	7,261	17,370	10,750
Number of injured Department employees resulting in lost time	53	24	74	70
Number of Officer-initiated enforcements	21,125	22,700	13,890	19,200

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➤ **Traffic Safety**

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RECENT PROGRAM ACHIEVEMENTS

Injury traffic collisions and DUI related traffic collisions are projected to be well below the three year average.

Traffic Safety (Program No. 3442)

Mission Statement

Reduce traffic collisions and facilitate the safe and orderly flow of traffic through education, engineering, and enforcement.

Program Activities

- Enforce traffic laws for motorists, pedestrians, and bicyclists.
- Investigate traffic collisions.
- Provide public education about traffic issues.
- Conduct Driving Under the Influence (DUI) and Seatbelt Checkpoints to promote motorist safety and reduce collisions.
- Administer Office of Traffic Safety grants to improve traffic safety.
- Collaborate with the City's Traffic Engineer to improve roadway safety.

Project Objectives for Fiscal Year 2022

- Collaborate with the City of Santa Barbara Traffic Engineering to promote the goals of Vision Zero.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	10.00	3.00	3.00	3.00	3.00
Hourly Employee Hours	22	0	0	0	0
Revenues					
Traffic Safety	\$ 59,219	\$ 360,781	\$ 100,700	\$ -	\$ -
Intergovernmental	34,504	-	-	-	-
General Fund Subsidy	1,463,906	701,534	619,869	686,034	724,331
Total Revenue	\$ 1,557,629	\$ 1,062,315	\$ 720,569	\$ 686,034	\$ 724,331
Expenditures					
Salaries and Benefits	\$ 1,533,642	\$ 1,009,310	\$ 691,454	\$ 652,777	\$ 688,165
Supplies and Services	23,987	45,843	21,954	33,257	36,166
Non-Capital Equipment	-	7,161	7,161	-	-
Total Expenditures	\$ 1,557,629	\$ 1,062,315	\$ 720,569	\$ 686,034	\$ 724,331

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain the total number of DUI traffic collisions at or below 100% of the most recent three-year average.				
DUI traffic collisions	146	142	110	141
Maintain the total number of injury traffic collisions at or below 100% of the most recent three-year average.				
Injury traffic collisions	416	466	318	441
Maintain the total number of traffic collisions at or below 100% of the most recent three-year average.				
Traffic collisions	942	1,144	872	1,154
Achieve an 80% clearance rate by arrest/warrant/civil/interest of justice or referral for all assigned cases.				
Percent of cases cleared	76%	80%	80%	80%
Apply for a minimum of one grant-funded special enforcement traffic program.				
Active grants for special traffic enforcement programs	1	1	1	1

PROGRAMS & SERVICES

Traffic Safety (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Total traffic citations issued by department	2,983	4,168	1,996	4,184
Pedestrian involved traffic collisions	63	72	50	64
Bicycle involved traffic collisions	97	96	88	89

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➤ **Street Crimes Unit**

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RECENT PROGRAM ACHIEVEMENTS

Despite this past year's COVID restrictions, Street Crimes Unit Officers continue to address overall increased calls for service for nuisance related crimes in Downtown corridor

Street Crimes Unit

(Program No. 3444)

Mission Statement

Maintain a proactive police presence in the downtown corridor, Milpas corridor and beachfront areas to reduce street crime through the utilization of unique strategies and partnerships.

Program Activities

- Provide uniformed foot and bicycle patrol officers downtown to deter street crime, maintain a highly visible police presence, and encourage interaction with the public.
- Maintain a daily proactive enforcement effort against alcohol, narcotics, panhandling, loitering, and illegal vending violations in the downtown corridor, Milpas corridor and beachfront areas.
- Provide security at City Council meetings with a uniformed officer.
- Provide bicycle patrol training to SBPD officers and outside agencies.
- Proactively promote public trust by working with representatives of merchant and community organizations, as well as other governmental agencies.

Project Objectives for Fiscal Year 2022

- Increase collaboration with the advocates and community-based organizations that are working with those persons experiencing homelessness in the Santa Barbara area.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.00	6.00	6.00	6.00	6.00
Hourly Employee Hours	124	0	0	0	0
Revenues					
General Fund Subsidy	\$ 1,514,202	\$ 1,331,898	\$ 1,230,041	\$ 1,372,463	\$ 1,466,392
Total Revenue	\$ 1,514,202	\$ 1,331,898	\$ 1,230,041	\$ 1,372,463	\$ 1,466,392
Expenditures					
Salaries and Benefits	\$ 1,493,473	\$ 1,309,585	\$ 1,213,642	\$ 1,349,433	\$ 1,442,286
Supplies and Services	20,729	22,313	16,399	23,030	24,106
Total Expenditures	\$ 1,514,202	\$ 1,331,898	\$ 1,230,041	\$ 1,372,463	\$ 1,466,392

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain uniformed police presence at 100% of City Council meetings				
Percent of City Council meetings attended	N/A	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Criminal Citations	665	944	324	804
Felony Arrests	114	141	98	118
Misdemeanor Arrests	217	260	36	244
Investigations	1,023	1,208	394	1,132
Calls for service for nuisance related crimes within the downtown corridor	3,669	3,132	2,914	3,468
Calls for service for nuisance related crimes within the beachfront area	1,714	1,308	1,730	1,527
Calls for service for nuisance related crimes within the lower Milpas corridor	1,022	758	1,142	996
Calls for service for nuisance related crimes within the upper Milpas corridor	977	717	932	837

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- Combined Communications Center
- Criminal Investigations and Internal Operations
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RECENT PROGRAM ACHIEVEMENTS

Special Enforcement Team officers have worked closely with our Detective Bureau to assist in gang related crime investigation and follow-up gang expert testimony in court cases.

Special Enforcement Team

(Program No. 3446)

Mission Statement

The Special Enforcement Team is responsible for the prevention and suppression of gang-related incidents and the proactive monitoring of citywide nightlife activities.

Program Activities

- Participate in field enforcement activities that include gang suppression, criminal investigations, and citywide nightlife issues while maintaining a culture of transparency and accountability.
- Obtain and execute arrest/search warrants, conduct surveillance and plain clothes operations.
- Prepare and present public speaking presentations on gangs and crime trends to schools, civic organizations, churches, and businesses.
- Prepare and present public speaking presentations on responsible beverage service to businesses, civic organizations, and special event vendors.
- Establish communications with community based organizations, businesses, and school administration in order to continually assess crime trends and problem areas within the city. Re-deploy team resources to those areas to solve crime issues.

Project Objectives for Fiscal Year 2022

- Maintain a high level of visibility and presence citywide to deter gang violence.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.00	3.00	3.00	3.00	3.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
General Fund Subsidy	\$ 1,474,691	\$ 850,271	\$ 1,083,472	\$ 814,143	\$ 842,598
Total Revenue	\$ 1,474,691	\$ 850,271	\$ 1,083,472	\$ 814,143	\$ 842,598
Expenditures					
Salaries and Benefits	\$ 1,461,933	\$ 836,865	\$ 1,072,880	\$ 800,031	\$ 827,427
Supplies and Services	12,758	13,406	10,592	14,112	15,171
Total Expenditures	\$ 1,474,691	\$ 850,271	\$ 1,083,472	\$ 814,143	\$ 842,598

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Conduct premise checks of ABC licensed businesses in the downtown corridor				
Premise checks conducted	135	105	18	110
Coordinate with ABC and local businesses to conduct Responsible Beverage Service trainings				
Responsible beverage service trainings	1	1	0	1
Conduct quarterly gang awareness Field Operations briefing training				
Field Operations gang briefing trainings	4	4	4	5

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Felony arrests by SET	110	105	16	93
Misdemeanor arrests by SET	332	307	88	284
Investigative assists by SET		100	50	75
Street checks completed by SET	N/A	144	24	90

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RECENT PROGRAM ACHIEVEMENTS

Increased number of Dispatchers are receiving Emergency Medical Dispatch (EMD) training.

Combined Communications Center (Program No. 3451)

Mission Statement

Receive all calls for service and dispatch public safety resources in an expedient manner.

Program Activities

- Provide radio communication for Police, Fire and rescue personnel during emergency, routine, and disaster situations 24 hours a day, seven days a week.
- Receive calls for service for emergency and non-emergency incidents requiring Police, Fire, and medical personnel; determine the appropriate response and dispatch resources accordingly.
- Coordinate the public safety response for Santa Barbara Police and Fire, and other City resources, and, as needed, other allied agencies.
- Provide Emergency Medical Dispatch (EMD) instructions to the community and ensure excellent service through quality control audits.
- Provide continuous training and support to develop and retain public safety dispatchers.
- Maintain continued professional training requirements with Police Officer Standards and Training (POST) and Emergency Medical Dispatching (EMD) standards for Communications staff.

Project Objectives for Fiscal Year 2022

- Train additional law enforcement and fire personnel to assist with coverage in the combined communications center.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	18.00	18.00	18.00	18.00	18.00
Hourly Employee Hours	573	0	0	0	0
Revenues					
General Fund Subsidy	\$ 3,069,973	\$ 2,904,240	\$ 3,037,257	\$ 2,991,473	\$ 3,108,043
Total Revenue	\$ 3,069,973	\$ 2,904,240	\$ 3,037,257	\$ 2,991,473	\$ 3,108,043
Expenditures					
Salaries and Benefits	\$ 2,951,178	\$ 2,782,278	\$ 2,918,476	\$ 2,864,574	\$ 2,971,654
Supplies and Services	118,795	121,962	118,781	126,899	136,389
Total Expenditures	\$ 3,069,973	\$ 2,904,240	\$ 3,037,257	\$ 2,991,473	\$ 3,108,043

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Answer all 911 calls within an average of 5 seconds or less (State 911 Office and National Fire Protection Association minimum guidelines are to answer 95% of 911 calls within 15 seconds)				
Average ring time in seconds	4.56	4.70	4.75	4.75
Conduct monthly Mobile Data Computer (MDC) audits.				
No. of audits conducted	12	12	12	12

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
911 Calls for service received	56,980	54,800	55,000	56,000
Emergency Medical Dispatch instructions provided	4,882	5,500	5,500	5,400
Priority 1 emergency calls for service	850	880	890	880
Priority 2 emergency calls for service	17,584	20,850	20,950	19,600
Priority 3 non-emergency calls for service	7,206	8,600	8,500	8,100
Phone calls from outside lines, excluding 911's	67,407	71,895	73,000	700,000
Recordings provided to the Court Discovery	857	580	600	700

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RECENT PROGRAM ACHIEVEMENTS

Investigative Division
Detectives (Crimes
Against Persons,
Narcotics and Youth
Services, and Property)
worked collaboratively
to solve several
challenging criminal
investigations.

Criminal Investigations and Internal Operations (Program No. 3431)

Mission Statement

Investigate or resolve all active assigned criminal cases to a successful conclusion or until all leads are exhausted.

Program Activities

- Investigate active, criminal cases.
- Proactively conduct investigations into narcotic, vice, and human trafficking related activity.
- Serve as a liaison with the District Attorney to ensure successful prosecution of criminal offenders.
- Serve as a liaison with community-based organizations assisting with victim advocacy.
- Extradite fugitives back to Santa Barbara County for prosecution.
- Manage registration of sexual offenders and arson registrants.

Project Objectives for Fiscal Year 2022

- Increase availability of digital evidence collection by acquiring training and access to advanced software and equipment.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	27.00	23.00	23.00	24.00	24.00
Hourly Employee Hours	639	0	0	0	0
Revenues					
Intergovernmental	\$ 50,733	\$ 52,000	\$ 52,000	\$ 52,000	\$ 52,000
Other Revenue	2,990	-	-	-	-
General Fund Subsidy	6,372,651	6,033,131	5,472,093	6,179,168	6,404,087
Total Revenue	\$ 6,426,374	\$ 6,085,131	\$ 5,524,093	\$ 6,231,168	\$ 6,456,087
Expenditures					
Salaries and Benefits	\$ 5,912,546	\$ 5,633,041	\$ 5,081,666	\$ 5,785,179	\$ 5,969,163
Supplies and Services	460,838	452,090	442,427	445,989	486,924
Special Projects	52,990	-	-	-	-
Total Expenditures	\$ 6,426,374	\$ 6,085,131	\$ 5,524,093	\$ 6,231,168	\$ 6,456,087

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve a 36% clearance rate by arrest, warrant or District Attorney's Office complaint for all assigned cases.				
Percent of cases closed by arrest, warrant or District Attorney complaint	35%	36%	36%	36%
Complete 81% of cases within 90 days following the date assigned to the investigator.				
Percent of cases completed within 90 days following the date assigned to investigator	45%	77%	80%	80%
Complete 100% of District Attorney follow-up requests assigned to the Investigative Division				
Percentage of follow-up requests completed	100%	100%	100%	100%

Criminal Investigations and Internal Operations (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Cases closed by arrest, warrant, or District Attorney complaint	766	614	382	600
Total cases closed	2,163	1,974	1,534	1,950
Narcotic, vice, and human trafficking investigations completed	1,251	1,289	990	1,150
Asset forfeiture investigations completed	9	13	16	12
Arrests by Investigative Division personnel	380	436	198	400
Sex/Arson registrants registered	416	490	466	475
Completed requests for District Attorney's Office follow-up by Investigative division	113	90	96	100

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➤ **Crime Lab**
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RECENT PROGRAM ACHIEVEMENTS

All unlocked cell
phones have been
successfully searched
aiding all investigation.

Crime Lab (Program No. 3432)

Mission Statement

Collect and process forensic evidence to assist in criminal investigations.

Program Activities

- Respond to crime scenes to identify, document, collect, and preserve physical evidence for future examinations.
- Examine and analyze evidence in the laboratory, including the identification of suspected controlled, trace evidence (i.e. hairs, fibers, physiological fluids), and the evaluation of various types of physical evidence.
- Conduct Hi-Tech crime analysis including the forensic examination of electronic evidence (i.e. computers and hand-held devices).
- Perform various photographic assignments, including maintaining the digital image archive of crime scene photos, and perform departmental photographic work, including developing and printing a variety of films used for evidence and court displays.
- Process evidence for latent fingerprints, examine latent fingerprints and conduct fingerprint comparisons.
- Attend autopsies in criminal cases for evidence collection, documentation and evaluation.
- Examine physical and trace evidence to determine if further forensic analysis is required by forensic scientists at the Department of Justice (DOJ) or Federal Bureau of Investigations (FBI).
- Prepare reports that document crime scenes and results of evidence examinations.
- Provide expert testimony in court regarding the examinations and evaluations performed.

Project Objectives for Fiscal Year 2022

- Ensure collaboration with Crime Scene Investigative Officers in Field Operations with the collection of criminal evidence.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
General Fund Subsidy	\$ 142,293	\$ 158,022	\$ 155,807	\$ 161,100	\$ 161,774
Total Revenue	\$ 142,293	\$ 158,022	\$ 155,807	\$ 161,100	\$ 161,774
Expenditures					
Salaries and Benefits	\$ 135,327	\$ 147,379	\$ 148,375	\$ 150,183	\$ 151,444
Supplies and Services	6,966	10,643	7,432	10,917	10,330
Total Expenditures	\$ 142,293	\$ 158,022	\$ 155,807	\$ 161,100	\$ 161,774

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Submit 99% of all CAL-ID quality latent fingerprints to Department of Justice within 4 working days.				
Percent of CAL-ID latents submitted to DOJ within 4 working days	100%	99%	99%	99%
Ensure 99% of evidence processing requests by investigators and District Attorney's Office be completed within 4 working days.				
Percent of evidence processing requests completed within 4 working days	100%	99%	99%	99%
Ensure that 99% of computer forensic exams are completed within 60 days following the date assigned to examiner.				
Percent of computer exams completed within 60 days	100%	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Physical evidence cases processed by lab	63	32	34	50
Electronic evidence cases processed by lab (i.e. computers, cell phones)	169	108	132	140
Crime scene responses by lab	8	11	10	12
Follow-up reports submitted by lab	391	313	382	370
Latent prints submitted to CAL-ID	311	308	370	350
Total number of images processed and archived	110,904	110,430	244,158	126,022

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Field Operations and Patrol
Traffic Safety
Street Crimes Unit
Special Enforcement Team
Combined Communications Center
Criminal Investigations and Internal
Operations
Crime Lab
➤ **Information Technology/Crime
Analysis**
Property and Evidence
Management
Records and Parking Customer
Service
Parking Enforcement
Nightlife Enforcement Team (NET)



RECENT PROGRAM ACHIEVEMENTS

The I.T. section has completed the contract for installation and configuration of the body worn video system for Officers as well as some MDC upgrades

Information Technology/Crime Analysis (Program No. 3428)

Mission Statement

Design, create, implement, and maintain automated systems, analyze crime data to identify crime series, patterns, trends, and criminal offenders to assist in criminal investigations and Citywide reports, and provide 24-hour technical support to system users, in order to enhance public safety.

Program Activities

- Provide infrastructure support and network security for the 911 Combined Communications Center and all Police Department systems.
- Design and implement automated systems to enhance public safety, user workflow, and provide critically needed public safety information in a timely manner.
- Administer the Joint Powers Agreement (JPA) network and the Santa Barbara County Information Sharing System, providing law enforcement agencies in Santa Barbara and San Luis Obispo counties with access to local, state, national and international databases
- Host and manage the Multi-Jurisdictional Computer Aided Dispatch & Records Management systems for the City of Ventura Police Department and future law enforcement agencies within Santa Barbara County.
- Provide the Fire Department with operational and system changes that are interconnected with the 911 Combined Communication.
- Provide timely and pertinent information relative to crime and arrest data to Police Department personnel, other City departments, outside law enforcement agencies, and the general public for resource allocation, budgeting activities, and community polici
- Provide 24-hour user support, provide user training, maintain all PCs and mobile computers, maintain department webpage and mission critical law enforcement systems.
- Provide all department statistics to support a wide range of reports such as, officer activity, directed patrol initiatives, special investigation projects, CLERY Act, public records requests, and Department of Justice Unified Crime Reporting.

Project Objectives for Fiscal Year 2022

- Transition department to National Incident Based Reporting (NIBRS) reporting requirements.
- Implement the Racial and Identity Profiling Act (RIPA) program as apart of phase III agencies scheduled to go-live in January 2022.
- Monitor the sustainment of the Body-Worn Camera project and backend support of video management processes.
- Continue research Mobile Data Computers to refresh equipment end-of-live equipment in patrol vehicles and make recommendation to staff pending budget approvals.
- Work with department workgroups to rollout of Office 365 SharePoint and champion greater use of cloud storage.
- Continue coordinating and planning network infrastructure for the new Police Department building.
- Initiate Auto Vehicle Routing Recommendation (AVRR) project for the Fire Department operations in conjunction with the 911 Combined Communication Center.
- Evaluate Crime Lab's forensic technology needs and execute procurement process within budget.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.00	5.00	5.00	5.00	5.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Intergovernmental	\$ 107,499	\$ 101,669	\$ 108,000	\$ 103,604	\$ 105,264
General Fund Subsidy	1,400,128	1,527,669	1,470,794	1,551,676	1,591,942
Total Revenue	\$ 1,507,627	\$ 1,629,338	\$ 1,578,794	\$ 1,655,280	\$ 1,697,206
Expenditures					
Salaries and Benefits	\$ 891,767	\$ 937,796	\$ 916,468	\$ 968,051	\$ 986,788
Supplies and Services	525,561	595,644	566,428	605,169	628,358
Non-Capital Equipment	90,299	95,898	95,898	82,060	82,060
Total Expenditures	\$ 1,507,627	\$ 1,629,338	\$ 1,578,794	\$ 1,655,280	\$ 1,697,206

PROGRAMS & SERVICES

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Provide system availability for all tier 1 critical systems at a rate exceeding 99% uptime.				
Rate of critical system uptime	99.98%	99.00%	99.00%	99.00%
Provide Computer Aided Dispatch (CAD) system availability at a rate of 99% uptime.				
Rate of CAD uptime	99.95%	99.00%	100.00%	99.00%
Provide California Law Enforcement Telecommunication (CLETS) system availability at a rate of 99% uptime.				
Rate of CLETS uptime	99.98%	99.00%	99.00%	99.00%
Complete 90% of Joint Powers Agreement (JPA) user requests for system access and workstation configurations within 5 working days.				
Percent completed	100%	99%	100%	99%
Process 100% of new police department system user accounts within 3 business days.				
Percent of accounts processed in 3 days	100%	100%	100%	100%
Respond to 95% of all Police Department vehicle mobile data computer (MDC) and/or Mobile Audio Video (MAV) equipment within ten (7) business days.				
Percent completed	100%	90%	100%	95%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Help requests completed	5,213	5,600	4,498	5,000
PC Workstations maintained	192	190	190	200
Mobile Data Computers (MDCs) maintained	53	53	53	53
Versadex/CAD/RMS help requests completed	850	650	460	460
JPA workstations maintained	532	525	525	500
Wireless Access Points Maintained	18	18	18	18
Servers Maintained (Police Servers = 65, Fire Servers = 2, Joint Powers Agreement JPA = 8)	91	107	107	107
Mobile computer devices maintained (laptops & smart phones)	228	220	250	250

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POLICE PROGRAMS

Chief's Staff & Community
Accountability
Business Office and Financial
Planning
Strategic Operations and Personnel
Co-Response and Restorative
Policing
Public Safety for Special Events
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Analysis

➤ **Property and Evidence
Management**
Records and Parking Customer
Service
Parking Enforcement
Nightlife Enforcement Team (NET)



RECENT PROGRAM ACHIEVEMENTS

Conducted a
successful gun and
drug destruction
operation clearing out
our pending
destruction inventory.

Property and Evidence Management

(Program No. 3423)

Mission Statement

Process and track all incoming and outgoing property received by the property room, and dispose of property required by law.

Program Activities

- Catalog and store all items of evidence.
- Identify and dispose of evidence associated with closed cases.
- Provide legal access to items of evidence for Santa Barbara Police Department employees and officers of the courts.
- Notify the public how and when their property is available for retrieval from the property room.
- Catalog, track, and ensure the disposal of all weapons and drugs in a timely manner.
- Facilitate the delivery and retrieval of evidence pursuant to Discovery Requests and Court purposes.
- Facilitate the delivery and retrieval of evidence for analysis with the State Crime Lab.
- Prepare and catalog all items to be disposed by way of auction.

Project Objectives for Fiscal Year 2022

- Update the current firearm booking form to include additional fields in order to more accurately enter firearms into the statewide database.
- Obtain the equipment and software required to conduct and inventory audit of all the evidence stored inside the property room.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.00	2.00	2.00	2.00	2.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
General Fund Subsidy	\$ 246,453	\$ 256,070	\$ 249,917	\$ 262,759	\$ 267,825
Total Revenue	\$ 246,453	\$ 256,070	\$ 249,917	\$ 262,759	\$ 267,825
Expenditures					
Salaries and Benefits	\$ 231,235	\$ 240,770	\$ 238,262	\$ 247,861	\$ 252,577
Supplies and Services	15,218	15,300	11,655	14,898	15,248
Total Expenditures	\$ 246,453	\$ 256,070	\$ 249,917	\$ 262,759	\$ 267,825

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure 100% accountability of items received into the property room at all times.				
Percent of items accounted for	100%	100%	100%	100%
Dispose of a number of items equivalent to 65% of the items received.				
Percent of items disposed	86%	65%	117%	70%
Conduct quarterly audits to ensure accountability.				
Property audits	3	4	4	4

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Total items received	14,055	16,000	3,415	15,000
Total items disposed	12,425	10,500	13,392	10,500
Total transactions to receive, transfer, or dispose	49,231	50,000	48,692	45,500
Discovery requests processed	710	650	720	800
Total in-car mobile video requests	2,830	2,500	2,160	3,000
Drug and weapons destruction events	0	1	1	1

POLICE PROGRAMS

Chief's Staff & Community
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➤ **Records and Parking Customer Service**
Parking Enforcement
Nightlife Enforcement Team (NET)



RECENT PROGRAM ACHIEVEMENTS

Provide excellent customer service to our community, allied agencies, and our police department during a global pandemic. Quickly put in place new protocols for addressing health and safety.

Records and Parking Customer Service

(Program No. 3414)

Mission Statement

Provide excellent customer service to our community, allied agencies, and our police department with organized solutions for the preservation and accessibility of police records, for all police records inquiries, in adherence with federal, state, and municipal law.

Program Activities

- Process, maintain, and track all police crime reports, arrest reports, traffic collision reports, and traffic citations.
- Provide excellent customer service to every member of the public requiring assistance from the Records Division.
- Assist the public by taking and completing counter reports.
- Manage the Parking Collection Section, including payments, reviews, and tows.
- Process all civil and criminal subpoenas for officer and civilian personnel, declarations, and requests for records.
- Process and maintain the monthly Uniform Crime Reporting statistics for the Department of Justice.
- Provide fingerprint services for the Police Department, City employees, bookings, registrants, City permits, and the public.
- Process all court ordered adult and juvenile record sealings.
- Fullfill background check requests from various law enforcement agencies.
- Receive, research, release report requests from community, insurance companies, victims, and law enforcement agencies.
- Process protective orders in to CLETS.
- Process DA Rejections as received from the District Attorney's Office.

Project Objectives for Fiscal Year 2022

- Digitize all cold/major case records. There are 43 cold/major cases that still need to be entered into Versadex. This will include gathering information from microfilm, old RMS and case binders with hard copy records.
- *Goal to complete a minimum of two
- Implement Phase 1&2 of Record training and procedures manual. Finalize documents, current staff review and indicate their review of material and maintain records in personnel file. Completing training material will assist future records' employees with le

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	17.00	17.00	17.00	17.00	17.00
Hourly Employee Hours	2,358	0	0	0	4,952
Revenues					
Intergovernmental	\$ 112,599	\$ 95,000	\$ 95,000	\$ 95,000	\$ 95,000
Other Revenue	48,468	95,000	22,500	80,000	95,000
General Fund Subsidy	1,702,046	1,743,371	1,735,229	1,919,997	2,001,313
Total Revenue	\$ 1,863,113	\$ 1,933,371	\$ 1,852,729	\$ 2,094,997	\$ 2,191,313
Expenditures					
Salaries and Benefits	\$ 1,673,997	\$ 1,724,958	\$ 1,667,478	\$ 1,879,319	\$ 1,957,800
Supplies and Services	189,116	208,413	185,251	215,678	233,513
Total Expenditures	\$ 1,863,113	\$ 1,933,371	\$ 1,852,729	\$ 2,094,997	\$ 2,191,313

Records and Parking Customer Service (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Notify 100% of interested parties of vehicles towed for unlicensed driver within 1 business day. Percent of interested parties notified within 1 business day	100%	100%	100%	100%
Audit and ensure 98% of all in-custody adult and juvenile arrest reports are processed and distributed prior to 10:00 a.m. the following court day. Percent of in-custody reports processed by 10:00 a.m. the following court day	99%	98%	99%	98%
Ensure 100% of Uniform Crime Report reportable crime reports are entered into Versadex by the 5th day of the following month. Percent of UCR reportable reports processed by the 5th of the month	83%	76%	100%	92%
Ensure 99% of Uniform Crime Report reports are submitted to the Department of Justice by the 10th weekday of the following month. Percent of UCR reports submitted by the 10th weekday of the following month	92%	93%	100%	96%
Ensure 100% of juvenile detention information is transmitted to the Department of Corrections by the 10th day of the following month. Percent of juvenile detention information transmitted to the DOC by the 10th of the month	100%	100%	100%	100%
Ensure 92% of records related discovery requests from the District Attorney's Office are fulfilled within three working days. Percent of discovery requests from the District Attorney's Office fulfilled within three working days	99%	95%	100%	95%

PROGRAMS & SERVICES

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Officer Reports Processed	13190	15339	10720	14806
Street Checks	3059	3915	3400	3836
Officer Appearance Subpoenas Processed	1891	2564	1454	2402
Fingerprint Services Rendered	1378	2460	242	2195
Parking citations issued	51,065	87,000	60,000	70,600
Total parking citations paid	38,926	68,800	47,400	57,182
Towed Vehicle Reports Processed	1324	1745	1260	1686
Parking citations paid online	25,140	35,000	35,000	31,171
Restraining Orders Processed	743	886	460	841
District Attorney Rejections Processed	1366	1393	1848	1418
Counter Reports Completed	5121	4750	4850	4664
Civil Subpoenas Processed	110	132	116	136
Court Ordered Record Sealings	121	146	36	109
Coplogic. On-line reports processed	N/A	0	0	350

POLICE PROGRAMS

Chief's Staff & Community
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➤ **Parking Enforcement**
Nightlife Enforcement Team (NET)



RECENT PROGRAM ACHIEVEMENTS

Despite the restrictions on parking enforcement during the COVID shutdowns, Parking Enforcement Officers continue to actively enforce parking and street sweeping violations throughout the City.

Parking Enforcement (Program No. 3449)

Mission Statement

Educate the community and enforce parking regulations in the City of Santa Barbara to ensure availability of limited parking resources.

Program Activities

- Enforce time zone restrictions, residential parking regulations and other Municipal Code and California Vehicle Code Regulations.
- Issue warnings and/or tow vehicles stored on City streets and other City maintained or owned property.
- Locate and impound vehicles owned or operated by habitual parking offenders that have 5 or more outstanding parking violations.

Project Objectives for Fiscal Year 2022

- Ensure parking access remains available to promote business and residents adjacent to street closures and parklets.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	13.00	13.00	13.00	13.00	13.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursement	\$ 352,318	\$ 352,414	\$ 350,885	\$ 372,420	\$ 382,510
General Fund Subsidy	1,084,985	1,223,509	1,178,377	1,254,377	1,294,387
Total Revenue	\$ 1,437,303	\$ 1,575,923	\$ 1,529,262	\$ 1,626,797	\$ 1,676,897
Expenditures					
Salaries and Benefits	\$ 1,354,793	\$ 1,444,678	\$ 1,407,685	\$ 1,528,373	\$ 1,573,447
Supplies and Services	82,510	131,245	121,577	98,424	103,450
Total Expenditures	\$ 1,437,303	\$ 1,575,923	\$ 1,529,262	\$ 1,626,797	\$ 1,676,897

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Locate vehicles that have five (5) or more unpaid parking citations known as Habitual Offender Parking Enforcement (H.O.P.E.) vehicles.				
H.O.P.E. vehicles located	115	190	170	189

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Parking citations issued by the Parking Enforcement Unit	49,439	65,042	57,572	60,363
Street sweeping citations issued by the Parking Enforcement Unit	19,514	27,881	24,120	24,261
Street storage requests investigated by the Parking Enforcement Unit	2,809	3,720	4,520	3,478
Street storage requests found "gone on arrival" (GOA) on initial contact by a Parking Enforcement Officer	714	975	592	902
Street storage vehicles moved after being warned or tagged by a Parking Enforcement Officer	1,431	1,926	1,700	1,854
Street storage vehicles cited after being warned or tagged by a Parking Enforcement Officer	274	169	274	150
Street storage vehicles towed after being warned or tagged by a Parking Enforcement Officer	204	329	200	314
Call for Service related exclusively to parking compliants.	N/A	2,750	2,750	2,750

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DEPARTMENT SUMMARY

Public Works

Provide the community with the sustainable foundation to thrive by delivering quality services and public infrastructure through efficient and fiscally responsible practices. Provide for the public's needs relative to transportation, water, wastewater, and City owned buildings.

About Public Works

Public Works delivers a wide range of utility and infrastructure services in an efficient and cost effective manner. Responsibilities include the planning, design, construction, and management of the Capital Improvement Program projects, transportation system, city streets, public drainage, street lights, traffic signals, City buildings, and other City infrastructure facilities. Public Works also ensures safe treatment and reliable distribution of high quality water and the collection and treatment of wastewater. Public Works manages the maintenance and replacement services for the City's fleet and buildings. To accomplish its mission, the Department is divided into seven functional areas: Administration, Engineering Services, Facilities Management, Fleet Management, Streets Operations and Infrastructure Management, Transportation Planning and Parking, and Water Resources.

While the main office for Public Works is located at 630 Garden Street, the department also staffs remote locations, including the City's El Estero Water Resource Center and the Cater Water Treatment Plant which provide water and sewer service to over 100,000 customers.



Fiscal Year 2022 Budget Highlights

- Complete construction of Las Positas and Modoc Roads Multiuse Path Project.
- Administer a pilot program for the Video Assistance Program to assist Sewer Lateral Inspection Program customers with lateral inspection videos performed by the City contractor.
- Initiate construction of the Central Library Plaza and the Central Library ADA Elevator projects.
- Begin delivery of water to the Montecito Water District on January 1, 2022 as part of the 50-year water supply agreement.
- Implement License Plate Recognition technology in all Downtown lots.



DEPARTMENT SUMMARY

Public Works

Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	298.20	300.00	300.00	301.00	301.00
Hourly Employee Hours	145,008	131,247	68,099	86,065	81,635
Revenues					
Fees and Service Charges	\$ 83,659,882	\$ 85,153,920	\$ 82,918,299	\$ 90,479,498	\$ 95,724,806
Gas Tax	3,701,369	3,534,846	3,786,993	4,200,954	4,310,467
Interest Income	3,230,829	2,062,995	1,428,224	1,029,045	1,015,815
Inter-fund Reimbursements	18,438,497	19,328,059	18,567,758	20,114,391	20,760,166
Intergovernmental	23,971,024	31,423,158	29,476,802	4,850,586	5,032,260
JPA Reimbursements	3,571,993	3,114,716	3,668,800	3,114,716	3,114,716
Measure A Sales Tax	4,021,542	3,565,068	3,565,068	4,044,564	4,182,717
Other Revenue	22,454,756	10,778,959	885,784	733,576	700,106
Parking Violations	525,273	704,000	600,000	697,000	714,000
PBIA Assessment	749,472	750,000	581,795	750,000	900,000
Rents	165,430	151,288	165,430	151,288	164,728
Transportation Dev. Funds	78,476	76,008	76,008	78,745	78,745
Utility Users Tax	7,067,940	6,757,155	7,250,064	7,382,734	7,535,524
Overhead Allocation Recovery	879,978	915,732	915,732	1,026,657	1,056,328
General Fund Subsidy	1,982,379	1,578,940	1,804,565	1,883,704	2,464,395
Total Department Revenue	\$ 174,498,840	\$ 169,894,844	\$ 155,691,322	\$ 140,537,458	\$ 147,754,773
Expenditures					
Salaries and Benefits	\$ 42,610,194	\$ 44,355,963	\$ 40,515,517	\$ 45,974,300	\$ 47,334,082
Supplies and Services	32,954,913	36,999,861	34,245,317	37,345,166	38,283,649
Special Projects	5,331,838	5,115,694	4,433,696	4,393,319	4,431,521
Water Supply Purchases	8,790,615	9,728,305	8,971,439	9,228,839	9,228,839
Capital Equipment	171,760	474,966	398,548	370,484	373,421
Debt Service	5,667,646	12,862,399	12,862,563	12,792,774	12,808,923
Departmental Reductions	-	-	-	(300,443)	-
Non-Capital Equipment	410,777	736,997	659,046	708,512	667,110
Transfers Out	587,583	710,725	710,725	1,518,812	484,109
Appropriated Reserves	-	410,065	10,000	410,065	410,065
Total Operating Expenditures	\$ 96,525,327	\$ 111,394,975	\$ 102,806,851	\$ 112,449,026	\$ 114,025,317
Capital Program	38,740,580	106,139,021	101,423,959	28,019,817	30,648,935
Total Department Expenditures	\$ 135,265,907	\$ 217,533,996	\$ 204,230,810	\$ 140,468,843	\$ 144,674,252
Addition to (Use of) Reserves	\$ 39,232,933	\$ (47,639,152)	\$ (48,539,488)	\$ 68,615	\$ 3,080,521



DEPARTMENT SUMMARY

Public Works

The work of the Public Works Department is budgeted in the following funds:

- General Fund
- Downtown Parking Fund
- Facilities Management / Capital Funds (ICS)
- Fleet Maintenance / Replacement Funds (ICS)
- Streets Fund
- Streets Grant Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund – Measure A
- Water Fund
- Wastewater Fund

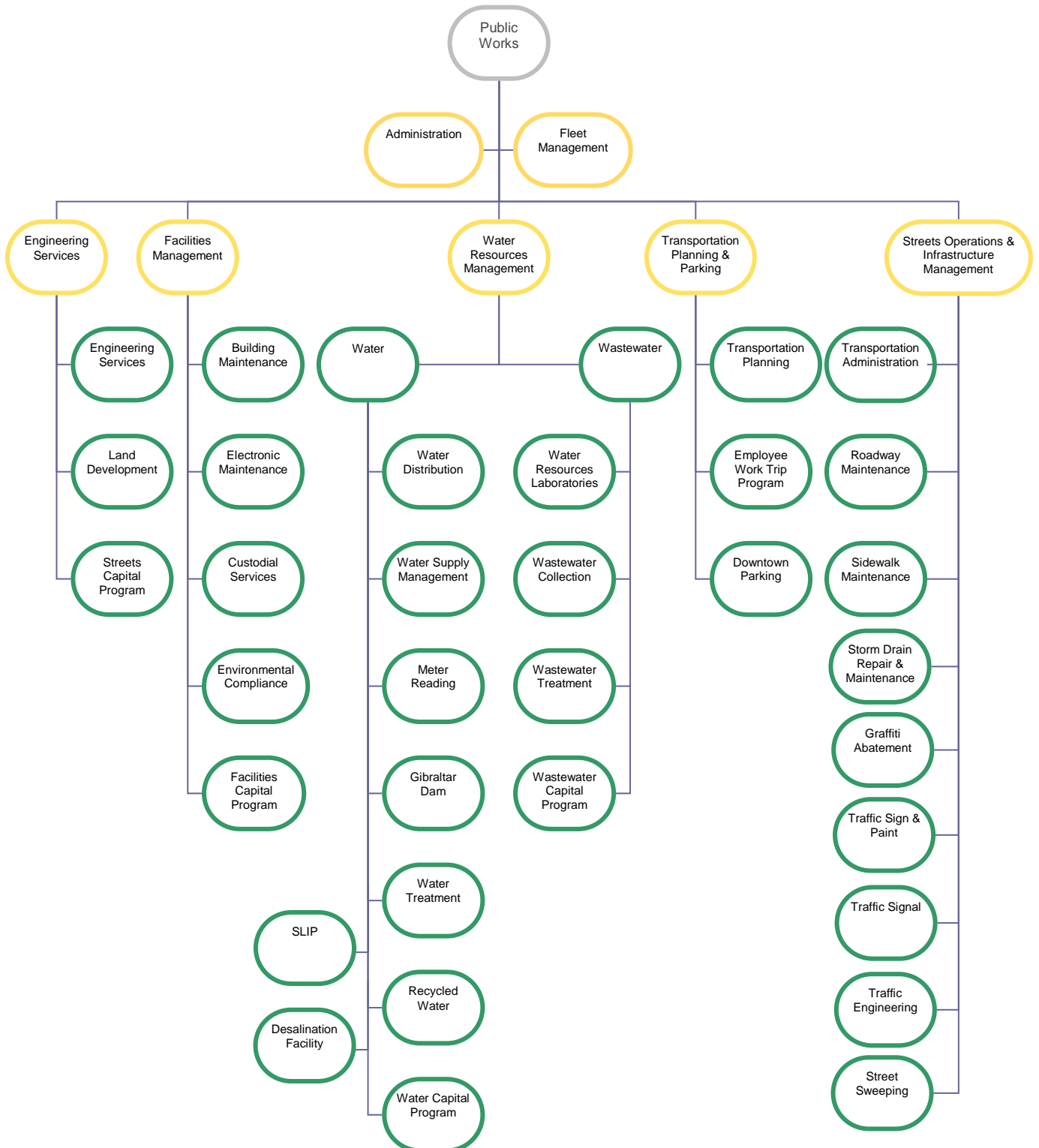




DEPARTMENT SUMMARY

Public Works

Program Organizational Chart



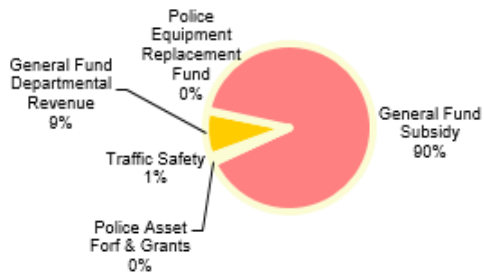


DEPARTMENT SUMMARY

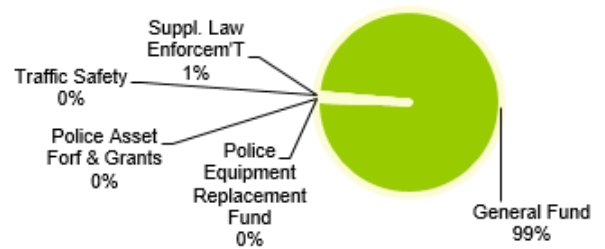
Public Works

Department Fund Composition

Department Revenues by Fund



Department Appropriations by Fund



PUBLIC WORKS PROGRAMS

- **Administration**
 - Engineering Services
 - Land Development
 - Transportation Administration
 - Roadway Maintenance
 - Sidewalk Maintenance
 - Storm Drain Repair & Maintenance
 - Graffiti Abatement
 - Traffic Sign & Paint
 - Traffic Signals
 - Traffic Engineering
 - Streets Capital
 - Street Sweeping
 - Transportation Planning
 - Employee Work TRIP
 - Downtown Parking
 - Building Maintenance
 - Electronic Maintenance
 - Custodial Services
 - Environmental Compliance
 - Facilities Capital Program
 - Fleet Management
 - Water Resources Management
 - Water Supply Management
 - Desalination Facility
 - Gibraltar Dam
 - Recycled Water
 - Water Treatment
 - Water Distribution
 - Meter Reading
 - Water Capital
 - Water Resources Laboratory
 - Wastewater Collection
 - Sewer Lateral Inspection Program
 - Wastewater Treatment
 - Wastewater Capital



RECENT PROGRAM ACHIEVEMENTS

During the pandemic, implemented the department's online meeting platforms, virtual ribbon cuttings, and online permitting appointment system to earn the trust and high regard of the community.

Administration

(Program No. 4111)

Mission Statement

Provide excellent public service and administrative, personnel, and financial management support to six divisions and all Department staff to ensure efficient and organized day-to-day operations.

Program Activities

- Support the activities of the division managers and provide interface and support to other City department heads.
- Develop and coordinate all department revenues including water and wastewater rate setting.
- Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.
- Coordinate timely and responsive input to develop the Capital Improvement Program, the financial plan, and annual budget.
- Manage and coordinate the department's public outreach and communication activities to earn the trust and high regard of the community.
- Process departmental correspondence and phone calls, Council reports, public records requests, and personnel actions and evaluations while ensuring timeliness and accuracy.

Project Objectives for Fiscal Year 2022

- Review department performance objective reports on a quarterly basis and submit a comprehensive mid-year and year-end Performance Plan report to City Administration by due date.
- Develop Fiscal Year 2023 Mid-Cycle Budget, including all components of the required budget submittal in coordination with department budget staff.
- Submit the Annual Street Report to the State Controller's Office by the submission deadline.
- Complete the Indirect Cost Rate Proposal as required by Caltrans for billing rate approval for reimbursement of indirect costs on Streets Capital projects using federal and state funds.
- Execute annual records destruction requirements in coordination with the City Clerk's Office.
- Update Department Operating Center (DOC) Operating Plan by December 31, 2021.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	6.00	6.00	6.00	6.00	6.00
Hourly Employee Hours	1,001	282	1,000	850	850
Revenues					
Inter-fund Reimbursements	\$ 112,246	\$ 112,125	\$ 112,125	\$ 112,125	\$ 112,125
Other Revenue	16	-	-	-	-
Overhead Allocation Recovery	879,978	915,732	915,732	1,026,657	1,056,328
General Fund Subsidy	206,623	272,833	219,971	-	301,434
Total Revenue	\$ 1,198,863	\$ 1,300,690	\$ 1,247,828	\$ 1,138,782	\$ 1,469,887
Expenditures					
Salaries and Benefits	\$ 987,098	\$ 1,045,545	\$ 1,045,849	\$ 1,112,257	\$ 1,137,718
Supplies and Services	183,599	213,449	180,929	234,313	244,123
Special Projects	24,591	34,696	15,050	68,046	68,046
Departmental Reductions	-	-	-	(300,443)	-
Non-Capital Equipment	3,575	7,000	6,000	20,000	20,000
Total Expenditures	\$ 1,198,863	\$ 1,300,690	\$ 1,247,828	\$ 1,134,173	\$ 1,469,887
Capital Grants	-	-	-	-	-
Capital Program	-	-	-	-	-
Addition to (Use of) Reserves	\$ 0	\$ (0)	\$ (0)	\$ 4,609	\$ -

Administration

(Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure the Department meets 80% of their program objectives.				
Percent of division program objectives achieved	77%	80%	80%	80%
Update the Public Works public webpages to maintain current information.				
Webpage updates	109	70	95	75
Prepare the quarterly budget reviews in coordination with the Finance Department within the required timelines.				
Quarterly reviews completed	4	4	4	4
Conduct a Public Works new employee orientation twice a year to supplement the new employee onboarding program.				
Number of Public Works employee orientations	3	2	1	2
Achieve 80% average satisfaction rating of the workplace value offered by the quarterly training sessions for Public Works administrative support staff.				
Percent survey rating by attendees	94%	80%	80%	80%
Lead three safety supervisor meetings to ensure the Department conducts appropriate safety training meetings.				
Supervisor safety meetings conducted	N/A	N/A	N/A	3
Conduct quarterly training sessions for the Public Works administrative support staff to increase the Department's efficiency.				
Quarterly training sessions conducted	N/A	N/A	N/A	4
Conduct Public Works Department Operating Center (DOC) training exercises.				
DOC semiannual trainings conducted	N/A	N/A	N/A	2

PROGRAMS & SERVICES

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Department Council Agenda Reports processed	162	160	90	125
Department Personnel Action Forms processed	284	250	500	300
Employee evaluations submitted	235	255	255	255
Percent of employee evaluations submitted by due date	90%	85%	85%	85%
City News in Brief submittals	113	70	110	80
Social media outreach posts	N/A	N/A	N/A	50
Public Records requests received and responded to	82	40	50	40
Hours spent responding to Public Records requests	143	250	60	100
Complaints received by Public Works Administration	9	40	20	20
Percent of complaints responded to within 5 working days	100%	85%	85%	85%

PUBLIC WORKS PROGRAMS

- Administration - Public Works
- **Engineering Services**
- Land Development
- Transportation Administration
- Roadway Maintenance
- Sidewalk Maintenance
- Storm Drain Repair & Maintenance
- Graffiti Abatement
- Traffic Sign & Paint
- Traffic Signals
- Traffic Engineering
- Streets Capital
- Street Sweeping
- Transportation Planning
- Employee Work TRIP
- Downtown Parking
- Building Maintenance
- Electronic Maintenance
- Custodial Services
- Environmental Compliance
- Facilities Capital Program
- Fleet Management
- Water Resources Management
- Water Supply Management
- Desalination Facility
- Gibraltar Dam
- Recycled Water
- Water Treatment
- Water Distribution
- Meter Reading
- Water Capital
- Water Resources Laboratory
- Wastewater Collection
- Sewer Lateral Inspection Program
- Wastewater Treatment
- Wastewater Capital



RECENT PROGRAM ACHIEVEMENTS

Completed maintenance and repairs for 2% of the water mains (6 miles) and 1% (2.5 miles) of the wastewater mains; and replaced bridges at Quinientos and De La Guerra Streets.

Engineering Services (Program No. 4211)

Mission Statement

Provide professional engineering and management support for City departments and all Capital Projects to maintain and improve the City's infrastructure.

Program Activities

- Provide professional engineering and management services for planning, designing, constructing, inspecting, and managing the City's Capital Improvement Program in a manner that emphasizes a client oriented approach.
- Provide long-range master planning and engineering support for the City's capital infrastructure, in addition to general engineering services for all City projects as requested.
- Track and bill engineering services to user departments on Capital Improvement projects for design and construction.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	36.15	35.15	35.15	35.45	35.45
Hourly Employee Hours	7,993	8,500	8,500	8,000	8,000
Revenues					
Inter-fund Reimbursements	\$ 4,505,906	\$ 5,544,556	\$ 4,953,757	\$ 5,544,556	\$ 5,544,556
General Fund Subsidy	1,183,697	895,435	1,120,833	1,204,669	1,433,208
Total Revenue	\$ 5,689,603	\$ 6,439,991	\$ 6,074,590	\$ 6,749,225	\$ 6,977,764
Expenditures					
Salaries and Benefits	\$ 5,092,755	\$ 5,736,938	\$ 5,379,153	\$ 6,031,075	\$ 6,229,110
Supplies and Services	576,939	660,654	654,909	636,294	667,830
Special Projects	972	14,399	12,528	52,409	52,100
Non-Capital Equipment	18,938	28,000	28,000	28,000	28,000
Transfers Out	-	-	-	1,447	724
Total Expenditures	\$ 5,689,603	\$ 6,439,991	\$ 6,074,590	\$ 6,749,225	\$ 6,977,764

PROGRAMS & SERVICES

Engineering Services (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Limit the cost of construction contract change orders in Capital Program projects to less than 5% of the total annual value of construction awarded.				
Percent of change order cost	1.9%	5.0%	5.0%	5.0%
File Notice of Completions (NOCs) within 10 days of acceptance.				
Percent of projects for which a Notice of Completion was filed within 10 days of acceptance	62%	100%	100%	80%
Achieve project wrap-up and communication by submitting a Project Completion Memo within 30 days of the release of retention.				
Percent on-time Project Completion Memos submitted	40%	80%	80%	80%
Archive projects in a timely manner; within 120 days of project Notice of Completion (NOC).				
Percent of projects archived within 120 days from completion date	0%	80%	80%	80%
Achieve at least 75% billable hours for Engineering Division staff working on capital projects.				
Percent of billable hours for Engineering Division staff working on capital projects	71%	75%	75%	75%
Manage workload to ensure 90% cost recovery of Engineering Services Program through billing capital projects.				
Percent of Engineering Services Program costs recovered from capital projects	86%	90%	90%	90%
Limit the cost of all engineering services to 20% for completed projects greater than \$400,000.				
Average percentage of engineering services to total project costs	18%	20%	20%	20%
Limit the cost of all engineering services to 35% for completed projects less than \$400,000.				
Average percentage of engineering services to total project costs	29%	35%	35%	35%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Public Outreach Activities for City Capital Improvement Projects	51	30	30	30

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PUBLIC WORKS PROGRAMS

Administration - Public Works
Engineering Services
➤ **Land Development**
Transportation Administration
Roadway Maintenance
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Traffic Sign & Paint
Traffic Signals
Traffic Engineering
Streets Capital
Street Sweeping
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Employee Work TRIP
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Building Maintenance
Electronic Maintenance
Custodial Services
Environmental Compliance
Facilities Capital Program
Fleet Management
Water Resources Management
Water Supply Management
Desalination Facility
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
Sewer Lateral Inspection Program
Wastewater Treatment
Wastewater Capital



RECENT PROGRAM ACHIEVEMENTS

Successfully managed a strong application and inspection workload in all areas of Public Works permitting while establishing ways to interact with our customers remotely.

Land Development

(Program No. 4212)

Mission Statement

Manage the public right-of-way and Public Works land/easements, protect the interests of the general public, and process private development review applications and permits.

Program Activities

- Ensure land development projects comply with applicable regulations including the Subdivision Map Act, sound engineering practices, and City policies and guidelines.
- Manage and operate the Public Works permit counter, which issues over-the-counter Public Works permits, and participate in the review of approximately 1,000 building construction permits annually.
- Review, coordinate, process, and permit private land development project applications, and coordinate a unified response from all Department divisions.
- Manage and maintain a document inventory of Public Works real property interests, including city utility easements.
- Acquire, rights-of-way and associated easements as required for City initiated public improvement projects following applicable federal, state, and local statutes.
- Perform technical review of subdivision Final/Parcel Maps by consultant contract and coordinate digital geospatial data for street centerlines ("Official City Street Map").
- Manage and provide enforcement of the Outdoor Dining Program and news racks for permits issued on City sidewalks. Also coordinate Small Cell Facility applications.
- Coordinate the SCE Rule 20A Undergrounding selection process and account management.

Project Objectives for Fiscal Year 2022

- Perform at least one Municipal Code section update annually. For FY 2022, the proposed section is Chapter 22 Environmental Policy & Construction with an emphasis on street permits, 22.44, and contractor performance. Transportation Planning is taking the lead on street widening setback changes to sections 28.84 and 30.140 in FY 2022.
- Update various survey record retention and monument preservation best practices including: survey resources website and documentation update, form to report missing monuments.
- Work with IT Staff to update Hyland OnBase Document Types for Land Development/Real Property and make certain documents readily available to the public online.
- Coordinate with utilities and Safe Technologies for Santa Barbara County on a Small Cell Facility website.
- Develop a "reminder to notify process" within Department to transfer maintenance of post-construction Storm Water Management Program (SWMP) to Streets

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	9.60	9.70	9.70	9.45	9.45
Hourly Employee Hours	1,047	1,000	0	1,000	1,000
Revenues					
Fees and Service Charges	\$ 1,009,548	\$ 1,301,237	\$ 969,477	\$ 1,280,957	\$ 1,295,037
Inter-fund Reimbursements	243,851	243,484	243,484	243,484	243,484
Other Revenue	124,820	114,824	93,606	100,000	103,000
General Fund Subsidy	116,626	-	51,597	231,848	282,360
Total Revenue	\$ 1,494,844	\$ 1,659,545	\$ 1,358,164	\$ 1,856,289	\$ 1,923,881
Expenditures					
Salaries and Benefits	\$ 1,348,497	\$ 1,334,531	\$ 1,229,286	\$ 1,598,277	\$ 1,637,605
Supplies and Services	130,863	142,044	121,878	243,012	271,276
Special Projects	8,979	15,432	4,500	12,000	12,000
Non-Capital Equipment	6,506	3,000	2,500	3,000	3,000
Total Expenditures	\$ 1,494,845	\$ 1,495,007	\$ 1,358,164	\$ 1,856,289	\$ 1,923,881

PROGRAMS & SERVICES


Land Development (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 90% of the BLD case plan checks within the target response duration for Land Development Engineering.				
Building permit review timelines met	76.25%	90.00%	90.00%	90.00%
Ensure that 100% of Development Application Review Team (DART) comments are provided to the Case Planner by the required deadline.				
Percent of review deadlines met	100%	100%	100%	100%
Ensure that 90% of Pre-Application Review Team (PRT) comments are provided to the Case Planner by the target date.				
Percent of target deadlines met	100%	90%	100%	90%
Meet 75% of the target response durations for staff review of public improvement plans with an emphasis on quality and coordination.				
Public improvement plan review timelines met	50%	75%	100%	75%
Acquire/record easements on capital projects within 6 months of initial right-of-way appraisal map on 50% of projects.				
Real property related tasks completed within 6 months of assignment	75%	50%	50%	50%
Complete PW inspector as built redlines, coordinate with applicant Civil Engineer, file record drawings in vault, and provide GIS plans to update on 50% of public improvement C-1 cases that receive final inspection during the year.				
Complete record drawing process on 50% of cases that receive final inspection during the year	N/A	50%	100%	50%

PROGRAMS & SERVICES

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Public Works permits issued	1,093	1,600	750	1,100
Building permit applications reviewed	688	1,000	650	800
PRT and DART submittals reviewed	57	50	50	60
Subdivision map applications submitted	3	6	0	6
Real Property tasks completed, including acquisitions, abandonments, and encroachment documents recorded	9	10	5	10
Active Outdoor Dining Leases	41	45	0	45
 Street and sewer permits issued that were initiated by the Sewer Lateral Inspection Program	123	320	50	160
News rack inventories completed and permit/enforcement cycles completed	0	1	0	1
Average number of days late that Land Development Engineering was late on BLD case plan reviews	6	5	5	5
Public improvement plans approved	0	10	4	10
Public Works applications received	3,093	2,000	2,000	2,500
Public Works FINAL inspections completed	1,065	1,000	1,000	1,000
Public Records Requests related to Public Works Land Development	5	5	5	5

PUBLIC WORKS PROGRAMS

- Administration - Public Works
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- Streets Capital
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- Environmental Compliance
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- Fleet Management
- Water Resources Management
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- Desalination Facility
- Gibraltar Dam
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- Meter Reading
- Water Capital
- Water Resources Laboratory
- Wastewater Collection
- Sewer Lateral Inspection Program
- Wastewater Treatment
- Wastewater Capital



RECENT PROGRAM ACHIEVEMENTS

Successfully managed the programs within the Streets Operations & Infrastructure Management Division to efficiently deliver maintenance to all public right-of-way infrastructure.

Transportation Administration (Program No. 4410)

Mission Statement

Provide support and direction to staff to ensure that City streets, sidewalks, storm drains, traffic signs, and signals are reliable, safe for the community, and to enhance community mobility.

Program Activities

- Provide ongoing budgetary guidance and support to all Transportation related sections.
- Develop annual Streets Operations and Infrastructure fund budgets and ensure that expenditures remain within adopted budget amounts.
- Manage the programs within the Streets Operations and Infrastructure Management Division so they can effectively clean, maintain, and repair transportation and drainage system infrastructure and other public property within the public right-of-way.
- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair, and improvements that include streets, bridges, storm drains, traffic signals, streetlights, etc.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.50	1.50	1.50	1.50	1.50
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 3,314	\$ 65,307	\$ 64,136	\$ 58,186	\$ 58,186
Gas Tax	3,701,369	3,534,846	3,786,993	4,200,954	4,310,467
Inter-fund Reimbursements	51,045	-	16,063	-	-
Other Revenue	107,624	56,500	70,572	56,500	56,500
Rents	37,670	36,968	37,670	36,968	36,968
Total Revenue	\$ 3,901,023	\$ 3,693,621	\$ 3,975,434	\$ 4,352,608	\$ 4,462,121
Expenditures					
Salaries and Benefits	\$ 287,624	\$ 290,579	\$ 290,678	\$ 300,722	\$ 306,267
Supplies and Services	231,199	234,848	224,866	282,351	297,154
Special Projects	1,378,720	1,445,504	1,445,005	1,445,533	1,444,606
Transfers Out	75,825	75,825	75,825	75,825	75,825
Total Expenditures	\$ 1,973,368	\$ 2,046,756	\$ 2,036,374	\$ 2,104,431	\$ 2,123,852

PUBLIC WORKS PROGRAMS

Administration - Public Works
Engineering Services
Land Development
Transportation Administration
➤ **Roadway Maintenance**
Sidewalk Maintenance
Storm Drain Repair & Maintenance
Graffiti Abatement
Traffic Sign & Paint
Traffic Signals
Traffic Engineering
Streets Capital
Street Sweeping
Transportation Planning
Employee Work TRIP
Downtown Parking
Building Maintenance
Electronic Maintenance
Custodial Services
Environmental Compliance
Facilities Capital Program
Fleet Management
Water Resources Management
Water Supply Management
Desalination Facility
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
Sewer Lateral Inspection Program
Wastewater Treatment
Wastewater Capital



RECENT PROGRAM ACHIEVEMENTS

Over the past six months, the Streets Paving Crew have repaved 25 City blocks.

Roadway Maintenance (Program No. 4411)

Mission Statement

Clean, maintain and repair transportation infrastructure and other public property within the public right-of-way, to enhance community mobility, and to improve community appearance.

Program Activities

- Maintain streets, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.

Project Objectives for Fiscal Year 2022

- Perform deep lift repair of City streets prior to work being performed by contractor to increase the effectiveness of the contract work.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	9.50	10.29	10.29	14.79	14.79
Hourly Employee Hours	2,913	7,900	7,998	7,900	7,900
Revenues					
Interest Income	\$ 30,099	\$ 12,200	\$ 12,200	\$ 11,145	\$ 11,040
Measure A Sales Tax	503,580	797,456	669,191	1,022,536	973,729
Utility Users Tax	1,675,849	1,639,961	1,590,481	1,957,100	2,027,901
Total Revenue	\$ 2,209,528	\$ 2,449,617	\$ 2,271,872	\$ 2,990,781	\$ 3,012,670
Expenditures					
Salaries and Benefits	\$ 1,044,308	\$ 1,360,575	\$ 1,206,856	\$ 1,833,217	\$ 1,897,948
Supplies and Services	1,127,202	903,220	883,644	979,751	941,066
Special Projects	7,793	158,000	158,000	158,000	158,000
Non-Capital Equipment	714	16,000	11,550	12,500	12,000
Transfers Out	32,627	11,822	11,822	7,313	3,656
Total Expenditures	\$ 2,212,644	\$ 2,449,617	\$ 2,271,872	\$ 2,990,781	\$ 3,012,670

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to 100% of high priority work requests within 14 days of receipt.				
Percentage of work requests responded to within 14 days	100%	100%	100%	100%
Repave the equivalent of 100 City blocks using City forces and contractors.				
Number of City blocks paved (each block is an average of 500 feet in length x 33 feet in width)	113	100	100	100

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Special event set-ups completed	10	12	10	12
Staff hours spent on special events, including major and minor events	1,742	2,400	150	2,000
Work requests from the public completed by Streets Division	903	800	500	500
Amount of asphalt used by City forces and contractor to repair paved streets (tons)	27379	36000	22000	30000
Number of potholes repaired	854	800	1000	800
Average cost per City block for street paving and mandatory repairs (excluding utility adjustments)	N/A	\$19,000	\$65,000	\$50,000
Average cost per City block for raising/lowering of utilities during street paving and mandatory repair work	N/A	N/A	N/A	\$6,000

PUBLIC WORKS PROGRAMS

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- **Sidewalk Maintenance**
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- Water Supply Management
- Desalination Facility
- Gibraltar Dam
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- Water Distribution
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- Wastewater Treatment
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RECENT PROGRAM ACHIEVEMENTS

In the first half of FY21, the Streets Operations sidewalk grinding and padding crews and contractors were able to eliminate over 3,090 potential trip hazards on City sidewalks to make safer walkways.

Sidewalk Maintenance

(Program No. 4412)

Mission Statement

Clean, maintain and repair sidewalk infrastructure to enhance community mobility, and to improve community appearance.

Program Activities

- Maintain sidewalks, curbs, gutters, and roadside vegetation using a variety of maintenance techniques.
- Repair City sidewalks, curbs, and gutters to reduce trip and injury hazards.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	7.10	7.30	7.30	5.85	5.85
Hourly Employee Hours	3,552	3,000	2,400	3,000	3,000
Revenues					
Measure A Sales Tax	\$ 240,918	\$ 297,928	\$ 164,913	\$ 463,476	\$ 459,350
Utility Users Tax	660,744	755,992	610,236	588,380	606,385
Total Revenue	\$ 901,661	\$ 1,053,920	\$ 775,149	\$ 1,051,856	\$ 1,065,735
Expenditures					
Salaries and Benefits	\$ 748,384	\$ 861,608	\$ 615,376	\$ 788,655	\$ 809,051
Supplies and Services	128,015	180,312	154,204	250,701	249,184
Special Projects	2,653	10,000	5,000	10,500	5,500
Non-Capital Equipment	22,610	2,000	569	2,000	2,000
Total Expenditures	\$ 901,661	\$ 1,053,920	\$ 775,149	\$ 1,051,856	\$ 1,065,735

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Replace 32,000 square feet of damaged sidewalk including curb, gutter, and driveway.				
Square feet of sidewalk replaced specifically by City crews and contractor	28,242	32,000	18,000	32,000
Number of access ramps repaired, replaced, or made compliant.				
Total number of access ramps	161	100	200	100
Number of sidewalk trip hazards mitigated by grinding or installing asphalt patches to level uneven sidewalk panels.				
Number of repairs made	5,268	5,000	5,000	5,000

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of requests for sidewalk repairs	182	120	200	120
Number of claims received related to sidewalk trip hazards	N/A	16	20	20

PUBLIC WORKS PROGRAMS

Administration - Public Works
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Roadway Maintenance
Sidewalk Maintenance

➤ **Storm Drain Repair &
Maintenance**

Graffiti Abatement
Traffic Sign & Paint
Traffic Signals
Traffic Engineering
Streets Capital
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Sewer Lateral Inspection Program
Wastewater Treatment
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RECENT PROGRAM ACHIEVEMENTS

Prior to the winter storms, Streets Operations crews inspected and cleaned all identified storm inlets to ensure proper functionality in preparation for the rain events.

Storm Drain Repair & Maintenance

(Program No. 4413)

Mission Statement

Clean, maintain and repair drainage system infrastructure to preserve creek and water quality.

Program Activities

- Repair or replace damaged or deteriorated storm drain facilities and remove debris from the storm drain system.
- Operate and maintain storm water pump stations and respond to storm conditions or emergencies to protect property.
- Inspect and perform minor cleaning on each of the City's 3,517 storm drain inlets annually.

Project Objectives for Fiscal Year 2022

- Perform patrol prior to and during storm events.
- Keep Laguna Pump Station at 100% readiness and staffed during storm events.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.60	2.85	2.85	2.10	2.10
Hourly Employee Hours	0	0	0	0	0
Revenues					
Measure A Sales Tax	\$ 159,213	\$ 205,340	\$ 169,050	\$ 235,755	\$ 191,058
Utility Users Tax	368,266	415,290	391,438	263,144	268,130
Total Revenue	\$ 527,479	\$ 620,630	\$ 560,488	\$ 498,899	\$ 459,188
Expenditures					
Salaries and Benefits	\$ 257,739	\$ 296,795	\$ 270,147	\$ 242,303	\$ 249,246
Supplies and Services	269,684	314,835	284,341	249,596	202,942
Special Projects	-	5,000	5,000	5,000	5,000
Non-Capital Equipment	56	4,000	1,000	2,000	2,000
Total Expenditures	\$ 527,479	\$ 620,630	\$ 560,488	\$ 498,899	\$ 459,188

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Inspect and perform cleaning of storm drain inlets during inspection.				
Percentage of priority drainage inlets inspected and cleaned to fulfill National Pollutant Discharge Elimination permit requirements	100%	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of linear feet of storm pipe replaced or rehabilitated	0	500	200	200
Significant drainage inlet repair or cleaning	369	120	119	120
Number of days spent preparing for storm events	20	20	10	20
Percentage of storm drains in the system inspected prior to storm event	100%	100%	100%	100%
Number of staff hours spent on storm patrol	1091	200	288	200

PUBLIC WORKS PROGRAMS

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➤ **Graffiti Abatement**
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RECENT PROGRAM ACHIEVEMENTS

We successfully responded to 100% of graffiti abatement requests within 3 working days.

Graffiti Abatement

(Program No. 4414)

Mission Statement

Clean, maintain, and repair public property within the public right-of-way to improve community appearance.

Program Activities

- Remove graffiti from public property in right-of-way and assist private property owners with graffiti removal on private property.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.10	1.10	1.10	1.90	1.90
Hourly Employee Hours	400	1,000	0	1,000	1,000
Revenues					
Utility Users Tax	\$ 151,625	\$ 182,898	\$ 161,193	\$ 272,317	\$ 274,206
Total Revenue	\$ 151,625	\$ 182,898	\$ 161,193	\$ 272,317	\$ 274,206
Expenditures					
Salaries and Benefits	\$ 114,290	\$ 130,736	\$ 110,829	\$ 214,889	\$ 219,352
Supplies and Services	35,792	44,162	46,174	49,428	48,854
Special Projects	1,475	4,000	4,000	4,000	4,000
Non-Capital Equipment	294	4,000	190	4,000	2,000
Total Expenditures	\$ 151,852	\$ 182,898	\$ 161,193	\$ 272,317	\$ 274,206

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Graffiti calls abated within 3 working days within the public right of way.				
Percentage of graffiti calls abated within 3 working days within the public right of way	100%	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Square feet of graffiti removed or painted over	179,500	200,000	150,000	150,000
Total number of graffiti events	3,095	2,000	3,000	3,000
Average cost of graffiti removal per square foot	\$1.00	\$1.00	\$1.00	\$0.90

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➤ **Traffic Sign & Paint**

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RECENT PROGRAM ACHIEVEMENTS

In response to the imminent closure of State Street, the paint and sign crew set up temporary signage and repainted parking zones to facilitate the closure.

Traffic Sign & Paint

(Program No. 4415)

Mission Statement

Install and maintain traffic signs, pavement markings and curb markings to promote safe and efficient traffic operations.

Program Activities

- Install and maintain curb markings.
- Install and maintain traffic signs.
- Install and maintain pavement markings.

Project Objectives for Fiscal Year 2022

- Perform sign condition evaluation within two City zones.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	7.85	7.60	7.60	4.60	4.60
Hourly Employee Hours	0	2,000	0	2,000	2,000
Revenues					
Other Revenue	\$ 7,975	\$ -	\$ -	\$ -	\$ -
Utility Users Tax	910,766	1,085,819	1,002,904	828,225	829,955
Total Revenue	\$ 918,742	\$ 1,085,819	\$ 1,002,904	\$ 828,225	\$ 829,955
Expenditures					
Salaries and Benefits	\$ 705,665	\$ 804,018	\$ 735,329	\$ 550,242	\$ 566,864
Supplies and Services	211,350	275,801	263,229	271,983	258,091
Special Projects	1,078	3,000	3,000	3,000	3,000
Non-Capital Equipment	768	3,000	1,346	3,000	2,000
Total Expenditures	\$ 918,862	\$ 1,085,819	\$ 1,002,904	\$ 828,225	\$ 829,955

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Amount of curb markings repainted.				
Linear feet of curb markings repainted	50,963	100,000	20,000	100,000
Repaint crosswalks, legends, and pavement arrows.				
Number of crosswalks, legends and pavement arrows repainted	N/A	400	100	400
Number of signs replaced.				
Number of signs replaced (faded, lost reflectivity, damaged, vandalized)	790	1,000	500	2,000
Amount of long line striping repainted.				
Lineal feet of pavement lane restriped	228,023	300,000	5,000	300,000

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of City blocks receiving curb paint maintenance	540	1000	150	1000
Number of requests for sign maintenance or repair	N/A	50	100	50

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➤ **Traffic Signals**

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RECENT PROGRAM ACHIEVEMENTS

Rehabilitated traffic signals on Santa Barbara Street at De La Guerra and Canon Perdido Street, including new wiring and pedestrian countdown timers.

Traffic Signals (Program No. 4532)

Mission Statement

Maintain a safe, efficient and reliable Citywide Traffic Signal System Network and provide funding for electrical energy for streetlights and traffic signals.

Program Activities

- Provide maintenance and repair support for the City's signalized intersections.
- Maintain the computerized controlling network for each intersection.
- Ensure appropriate traffic detection at signalized intersections.
- Manage the Fire Department's Opticom preemption system to coordinate signal timing with emergency vehicle response.
- Provide funding for all electrical costs for both traffic signals and streetlights.
- Provide funding for City funded traffic signals and streetlights maintained by Caltrans or the City of Goleta.

Project Objectives for Fiscal Year 2022

- Replace three traffic signal cabinets for improved reliability.
- Install one accessible pedestrian systems (audible push buttons) for sight-impaired pedestrians.
- Install three new battery backup systems to improve traffic signal reliability.
- Refurbish/reconstruct one traffic signal for long term reliability.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	3.20	3.20	3.20	3.20	3.20
Hourly Employee Hours	0	0	0	0	0
Revenues					
Utility Users Tax	\$ 1,807,848	\$ 1,968,885	\$ 1,948,896	\$ 1,935,130	\$ 1,951,795
Total Revenue	\$ 1,807,848	\$ 1,968,885	\$ 1,948,896	\$ 1,935,130	\$ 1,951,795
Expenditures					
Salaries and Benefits	\$ 491,049	\$ 511,332	\$ 508,862	\$ 544,207	\$ 554,064
Supplies and Services	1,091,212	1,116,851	1,085,033	1,143,284	1,175,731
Special Projects	83,028	80,580	80,580	40,000	40,000
Non-Capital Equipment	142,565	260,122	274,421	207,639	182,000
Total Expenditures	\$ 1,807,853	\$ 1,968,885	\$ 1,948,896	\$ 1,935,130	\$ 1,951,795

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 99% of scheduled preventative maintenance (PM) work orders on the traffic signal network in accordance with approved preventative maintenance plan.				
Percent of scheduled PM completed	100%	99%	75%	99%
Complete 95% of priority 1 work orders (emergency repairs) within 12 hours of notification, 7 days per week.				
Percent of emergency work orders completed within 12 hours of notification, 7 days per week	100%	95%	100%	95%
Complete 99% of non-emergency unscheduled work order repairs on the traffic signal network in accordance with approved preventative maintenance plan.				
Percent of non-emergency, unscheduled repairs responded to within 24 working hours of notification	100%	99%	100%	99%

PROGRAMS & SERVICES

Traffic Signals (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Emergency work orders	27	50	36	50
Unscheduled work orders completed	137	150	208	150
Average cost of maintenance and operations per device (a device is a traffic signal, pedestrian activated flashers, or digital speed limit sign)	\$7,507	\$7,500	\$7,800	\$7,500
City-owned Traffic Signals operated and maintained	117	117	117	118
Traffic signals integrated into City's central system	117	117	117	118
Traffic signals equipped with battery back up systems	34	33	34	35
City-owned pedestrian-activated flashers owned and operated	27	27	27	28
Digital speed feedback signs operated and maintained	5	5	5	5
Electronic devices (traffic signals, flashers, speed signs) maintained per Electronics Technician. The Federal Highway Administration's Traffic Signal Operations and Maintenance Staffing Guidelines lists 30 to 40 devices per technician as being typical.	74	74.5	74.5	75.5
Proactive (preventative) maintenance work order hours as a percentage of all maintenance work order hours completed	40%	75%	22%	75%

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➤ **Traffic Engineering**

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RECENT PROGRAM ACHIEVEMENTS

Completion of ADA and intersection safety improvements at Santa Barbara Street and De La Guerra Street, and at Santa Barbara Street and Canon Perdido Street.

Traffic Engineering (Program No. 4215)

Mission Statement

Provide the City of Santa Barbara with effective traffic control and street designs that maximizes safety, quality, reliability and efficiency for all modes of travel.

Program Activities

- Collect, analyze, and interpret traffic information needed to optimize the transportation system to meet travel demand and City policy for equality between all modes of travel.
- Monitor traffic collision records to identify collision patterns and high collision locations. Work to prevent future collisions by identifying and implementing engineering countermeasures, and by collaborating with the Police Department.
- Respond to public requests, suggestions, and inquiries for changes in parking and traffic control.
- Provide direction in the design and construction of public and private improvements to ensure traffic safety and minimize travel impacts.
- Support Police enforcement efforts by completing speed surveys.
- Operate a coordinated traffic signal system to maximize safety, minimize delay, and be responsive to pedestrian, cyclist, and motor vehicle needs.

Project Objectives for Fiscal Year 2022

- Create an annual crash analysis report for Santa Barbara that will be used to identify locations in need of crash mitigation and increased enforcement efforts to improve safety.
- Complete speed surveys on 12 streets to support Police enforcement of established speed limits.
- Complete travel time studies on three corridors annually as a tool to assess and improve traffic signal coordination (Citywide three year rotation, nine corridors total).
- Complete annual traffic counting effort and post count data to City's MAPS system.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.00	3.90	3.90	3.85	3.85
Hourly Employee Hours	0	450	0	450	450
Revenues					
Utility Users Tax	\$ 706,556	\$ 708,310	\$ 778,753	\$ 777,847	\$ 792,096
Total Revenue	\$ 706,556	\$ 708,310	\$ 778,753	\$ 777,847	\$ 792,096
Expenditures					
Salaries and Benefits	\$ 558,965	\$ 611,436	\$ 585,466	\$ 642,580	\$ 657,994
Supplies and Services	116,624	163,483	144,805	92,267	91,102
Special Projects	20,194	27,325	26,462	25,000	25,000
Non-Capital Equipment	10,929	20,716	22,020	18,000	18,000
Total Expenditures	\$ 706,711	\$ 822,960	\$ 778,753	\$ 777,847	\$ 792,096

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Investigate and determine solution (if any) for 65% of traffic related concerns, complaints and requests within 60 calendar days (for investigations completed this quarter).				
Percent of complaints resolved in this quarter within 60 calendar days	63%	65%	50%	65%
Perform review of 95% of temporary traffic control plans within 5 business days.				
Percent of temporary traffic control plans reviewed within 5 business days	100%	95%	100%	95%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Traffic concerns reported	301	350	200	350
Turning Movement and Volume Counts Conducted	247	200	0	50
Annual number of traffic collisions resulting in injuries and fatalities reported	N/A	300	350	300
Annual number of pedestrian involved collisions	N/A	45	35	45
Annual number of bicycle involved collisions	N/A	60	100	60
Number of traffic collisions that result in severe or fatal injuries	N/A	20	26	20
Number of vegetation abatement cases resolved	148	150	80	150

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RECENT PROGRAM ACHIEVEMENTS

Programmed the use of about \$21M of Measure C funding for the repair and maintenance of streets infrastructure including sidewalks, access ramps, curb, gutter, storm drains, and traffic signals.

Streets Capital (Program No. 4491)

Mission Statement

Manage the maintenance, repair of, and improvements to the public right-of-way infrastructure in accordance with the goals of the City Council and the Circulation Element, in order to provide the public with safe, efficient, functional, high quality, and cost-effective transportation and drainage systems.

Program Activities

- Fund projects to maintain, repair, and improve the City's infrastructure assets for streets, sidewalks, bridges, storm drains, traffic signals, and pavement striping and markings.
- Plan, prioritize, and balance funding for capital expenditures between multi-modal transportation and street right-of-way infrastructure maintenance, repair and improvements that include streets, bridges, storm drains, traffic signals, streetlights, etc.
- Apply for grant funding from a variety of sources for capital projects to leverage City funds.
- Provide courtesy review and coordination of all CalTrans initiated roadway projects.
- Provide staff support to division managers and supervisors associated with Streets capital projects.
- Prepare Quarterly Bridge Program Summary reports that include highlights of key bridge project milestones and updates to the individual bridge project schedules, scope, and cost.
- Complete the annual Highway Bridge Program Funding Survey.

Project Objectives for Fiscal Year 2022

- Complete construction of HSIP De La Vina & Sola Corridor Lighting Project.
- Award construction of HSIP West Carrillo Lighting & Signal Upgrades Project.
- Complete construction of Las Positas and Modoc Roads Multiuse Path Project.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 8,800	\$ 314,342	\$ -	\$ -	\$ -
Interest Income	5,234	5,100	2,140	1,545	1,540
Intergovernmental	14,791,113	31,244,522	29,049,692	-	-
Measure A Sales Tax	2,866,512	2,005,185	2,302,755	2,067,346	2,303,129
Transportation Dev. Funds	78,476	76,008	76,008	78,745	78,745
Total Revenue	\$ 17,750,134	\$ 33,645,157	\$ 31,430,595	\$ 2,147,636	\$ 2,383,414
Expenditures					
Capital Program - TDA Fund	\$ 68,760	\$ 230,416	\$ 230,416	\$ 80,395	\$ 80,395
Capital Program - Streets	15,232,402	30,834,858	29,518,238	1,978,418	2,114,615
Capital Program - Measure A	282,511	1,316,382	1,332,797	1,528,852	1,689,538
Total Expenditures	\$ 15,583,672	\$ 32,381,656	\$ 31,081,451	\$ 3,587,665	\$ 3,884,548

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Award construction contract for two pavement maintenance projects, funded primarily by Measure C, each fiscal year.				
Number of pavement maintenance construction contracts awarded	N/A	2	2	2

PROGRAMS & SERVICES

Streets Capital (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Blocks of City streets that receive asphalt overlay	54	100	68	75
Blocks of City streets that receive slurry seal	153	125	125	150
City PCI for asphalt pavement roads only	62	62	62	63
City PCI for all roads (as evaluated by the City's Pavement Management System)	63	61	62	63
Square feet of new City sidewalk infill installed	6,660	137,500	137,500	105,500
Installed or refurbished access ramps	161	200	225	220
Active grant funded bridge replacement projects	9	7	7	8
Total project cost for all active bridge replacement projects	\$96 M	\$58 M	\$58 M	\$64 M
Grant funds utilized in completed capital projects	\$3 M	\$17 M	\$17 M	\$12 M
Percent of grant funds utilized in all completed Streets Capital projects	87%	89%	92%	93%
Grant revenue received for Streets Capital projects	N/A	\$13 M	\$13 M	\$15 M
Active grant-funded Streets Capital projects	N/A	26	31	27
Active capital projects in progress	37	40	34	38
Total project cost for all active capital projects	\$136 M	\$130 M	\$130 M	\$145 M

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RECENT PROGRAM ACHIEVEMENTS

Commercial street sweeping was able to continue without interruption during the stay-at-home orders, ensuring that our commercial corridors remained clear of debris.

Street Sweeping

(Program No. 4421, 4422)

Mission Statement

Clean streets to improve community appearance and water quality in urban creeks.


Program Activities

- Mechanically sweep residential streets regularly.
- Mechanically sweep business and commercial area streets (primarily in the downtown and Milpas Street areas) regularly.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.00	1.00	1.00	0.90	0.90
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursements	\$ 350,000	\$ 378,800	\$ 378,800	\$ 382,676	\$ 386,630
Parking Violations	525,273	704,000	600,000	697,000	714,000
Total Revenue	\$ 875,273	\$ 1,082,800	\$ 978,800	\$ 1,079,676	\$ 1,100,630
Expenditures					
Salaries and Benefits	\$ 126,171	\$ 128,336	\$ 128,945	\$ 121,142	\$ 123,448
Supplies and Services	446,522	528,911	519,031	609,340	610,934
Non-Capital Equipment	-	2,000	2,000	2,000	2,000
Transfers Out	352,736	352,414	352,414	372,420	382,510
Total Expenditures	\$ 925,430	\$ 1,011,661	\$ 1,002,390	\$ 1,104,902	\$ 1,118,892

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Sweep 90% of the established commercial and residential sweeping route annually.				
Percentage of curb miles swept	76%	90%	75%	90%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of inquiries received from the public related to sweeping	58	200	60	100
Number of signs replaced or maintained related to sweeping	6	20	30	20
Number of days Street Sweeping is cancelled due to holidays and weather	12	12	12	12
Cost of special sweeps, parades, or special events	\$3,050	\$12,000	\$1,000	\$12,000
Revenue collected by the Police Department on behalf of Street Sweeping enforcement	\$525,302	\$660,000	\$600,000	\$704,000
Number of Parking Citations issued by the Police Department on behalf of Street Sweeping	18,026	20,000	18,000	20,000
Number of calls received from Parking Enforcement for tree trimmings related to "No Parking" signs	146	200	24	100

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RECENT PROGRAM ACHIEVEMENTS

In response to the pandemic, adapted well to online meeting/webinar platforms and electronic plan checks to earn the trust and high regard of the community.

Transportation Planning

(Program No. 4416)

Mission Statement

Plan for Santa Barbara's transportation future so that people can move freely and actively using all forms of transportation.

Program Activities

- Create a more integrated multi-modal transportation system to connect people, places, goods, and services by providing a choice of transportation modes while decreasing vehicle traffic congestion.
- Support regional transportation planning decision making.
- Review all site plans for conformance with transportation, parking, and active transportation policies, design guidelines, regulations, practices, and Vision Zero.
- Work with the Community Development Department to implement the Circulation Element.

Project Objectives for Fiscal Year 2022

- Communicate the Vision Zero Strategy and prioritize Vision Zero Strategy Projects that aim to eliminate all severe and fatal transportation-related collisions by 2030.
- Coordinate implementation of Vision Zero Plan with Traffic Engineering, the Police Department, the Office of Traffic and Safety, County of SB Public Health and Cottage Hospital, and SB Unified School District.
- Work on and submit grants for active transportation and Safe Routes to School projects that are priority projects in the Bicycle Master Plan, Pedestrian Master Plan, Neighborhood Transportation Management Plans, and/or Capital Improvement Program.
- Add at least 30 miles of bikeways by 2030 (Bicycle Master Plan 2016).
- Coordinate with Engineering and Streets Division staff to ensure scope, schedule, budget, and public outreach is successfully implemented for active transportation and Vision Zero capital projects.
- Manage Safe Routes to School Program to provide pedestrian and bicycle safety education for local schools.
- Participate with other LDT Divisions to streamline the land development process and implement recommendations identified in the recent Novak study.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.45	4.45	4.45	4.45	4.45
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 113,951	\$ 120,250	\$ 202,153	\$ 120,250	\$ 120,250
Inter-fund Reimbursements	1,095	-	-	-	-
Utility Users Tax	707,646	-	598,313	741,886	759,239
Total Revenue	\$ 822,692	\$ 120,250	\$ 800,466	\$ 862,136	\$ 879,489
Expenditures					
Salaries and Benefits	\$ 626,967	\$ 693,728	\$ 691,768	\$ 747,206	\$ 763,473
Supplies and Services	68,970	71,638	54,708	82,821	86,907
Special Projects	118,203	48,596	52,894	26,609	26,609
Non-Capital Equipment	8,624	5,500	1,096	5,500	2,500
Total Expenditures	\$ 822,764	\$ 819,462	\$ 800,466	\$ 862,136	\$ 879,489

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 90% of Pre-application Review Team (PRT) and Development Application Review Team (DART) within required deadlines.				
Percent of PRT and DART reviews completed prior to the required deadline	100%	90%	90%	90%
Complete 80% of building permit reviews within target timelines.				
Percent of building permit reviews within target timelines	97%	80%	80%	80%
Complete 90% of cursory plan checks for design review (ABR/HLC/SFDB) initial applications within the target timelines.				
Percent of design review cursory plan checks reviews completed within target timelines	97%	90%	90%	90%
Complete 80% of public works permit reviews within target timelines.				
Percent of public works permit reviews within target timelines	N/A	N/A	N/A	80%

PROGRAMS & SERVICES

Transportation Planning (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Design review cursory plan checks completed	176	50	150	100
Building permit applications reviewed	742	450	650	500
Pre applications reviewed	19	20	20	20
Development applications for Planning Commission and Staff Hearing Officer reviewed	44	50	50	50
Public works permits reviewed	N/A	N/A	N/A	10

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Wastewater Treatment
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RECENT PROGRAM ACHIEVEMENTS

While most other commute options went on hold during the pandemic, we were able to keep a modified carpool program.

Employee Work TRIP (Program No. 4419)

Mission Statement

Provide subsidized transportation options for City employees to get to/from work to reduce traffic congestion and provide incentives for recruitment and retention.

Program Activities

- Subsidize the operation of various transit assistance and transportation demand management programs.

Project Objectives for Fiscal Year 2022

- Reassess Work TRIP subsidies for fairness among users.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.50	0.50	0.50	0.50	0.50
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursements	\$ 233,680	\$ 242,322	\$ 242,322	\$ 242,322	\$ 242,322
Measure A Sales Tax	251,320	259,159	259,159	255,451	255,451
Other Revenue	50,244	62,000	18,180	62,000	62,000
Utility Users Tax	78,641	-	167,850	18,705	25,817
Total Revenue	\$ 613,885	\$ 563,481	\$ 687,511	\$ 578,478	\$ 585,590
Expenditures					
Salaries and Benefits	\$ 58,120	\$ 67,658	\$ 65,158	\$ 73,343	\$ 75,368
Supplies and Services	92,192	156,677	90,478	123,028	123,046
Special Projects	308,471	356,659	260,509	352,951	352,951
Total Expenditures	\$ 458,783	\$ 580,994	\$ 416,145	\$ 549,322	\$ 551,365

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of City employees receiving subsidies for the Amtrak Surfliner	7	30	0	6
Number of City employees receiving subsidized MTD My Ride passes	126	100	0	20
Number of City employees receiving subsidized Clean Air Express regional transit service	7	10	1	6
Number of City employees receiving subsidized Coastal Express regional transit service	4	10	0	6
Number of City employees enrolled in the City carpool program	41	40	18	20
Number of City employees receiving a subsidized bike tune up	N/A	100	60	50

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RECENT PROGRAM ACHIEVEMENTS

Upgraded revenue control system and procured License Plate Recognition technology for Downtown lots.

Downtown Parking

(Program No. 4315)

Mission Statement

Operate and maintain the City's parking facilities and on-street parking supply in order to maximize their use by customers and employees that shop and work in the Downtown Business District, thereby enhancing the economic vitality of the Downtown area.

Program Activities

- Operate and maintain 15 parking lots, including five parking structures, containing over 3,300 parking stalls.
- Administer customer and commuter parking permit programs.
- Provide parking facilities for over five million vehicles per year.
- Administer the Parking and Business Improvement Area Assessment.
- Provide customer accounting and billing services.
- Plan, fund and implement long-term capital maintenance projects, including needs identified in the Facilities Assessment Report provided by Watry.
- Manage Citywide on-street resources for resident parking, oversized vehicle parking, valet parking, time restrictions, and special designation parking.
- Administer Downtown Ambassador Program.
- Manage State Street Plaza Maintenance Contract.

Project Objectives for Fiscal Year 2022

- Implement online billing and payment system for fee due notices.
- Implement License Plate Recognition technology in all Downtown lots.
- Transition to an automated "lot monitor" operational model.
- Develop a monitoring program for the State Street Promenade to maintain compliance with City guidelines.
- Implement a reporting system that facilitates Ambassador data collection.
- Improve coordination with Police Department on parking enforcement issues.
- Eliminate Resident Permit Parking on the 00 blocks in the Downtown Corridor.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	23.90	23.90	23.90	23.90	23.90
Hourly Employee Hours	113,794	82,627	31,466	42,163	37,733
Revenues					
Fees and Service Charges	\$ 5,439,299	\$ 5,326,383	\$ 2,681,440	\$ 5,554,381	\$ 6,641,356
Interest Income	269,732	137,475	90,954	53,545	52,840
Inter-fund Reimbursements	288,914	300,245	325,766	803,717	803,717
Intergovernmental	63,076	60,243	155,955	60,243	60,243
Other Revenue	17,885	22,200	27,398	34,298	41,828
PBIA Assessment	749,472	750,000	581,795	750,000	900,000
Rents	127,760	114,320	127,760	114,320	127,760
Total Revenue	\$ 6,956,138	\$ 6,710,866	\$ 3,991,068	\$ 7,370,504	\$ 8,627,744
Expenditures					
Salaries and Benefits	\$ 4,650,554	\$ 4,224,730	\$ 3,621,862	\$ 4,138,232	\$ 4,162,340
Supplies and Services	2,427,547	2,692,456	2,522,502	3,360,641	3,565,349
Special Projects	1,492,558	782,238	743,263	372,269	371,651
Non-Capital Equipment	1,808	27,569	30,569	54,120	54,120
Transfers Out	5,643	8,963	8,963	4,675	2,337
Appropriated Reserve	-	10,000	10,000	10,000	10,000
Total Operating Expenditures	\$ 8,578,110	\$ 7,745,956	\$ 6,937,159	\$ 7,939,937	\$ 8,165,797
Capital Grants	-	-	-	-	-
Capital Program	\$ 879,422	\$ 2,406,780	\$ 2,406,780	\$ 221,750	\$ 221,750
Total Expenditures	\$ 9,457,532	\$ 10,152,736	\$ 9,343,939	\$ 8,161,687	\$ 8,387,547

PROGRAMS & SERVICES

Downtown Parking

(Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure that staff is responding to equipment malfunction calls that affect customer entry and exit times within 12 minutes.				
Percent of responses to equipment malfunctions that affect entry and exit times made within 12 minutes	100%	95%	95%	95%
Invoices submitted by the Accounting Assistant for approval by division head within 3 business days of receipt.				
Percent of invoices submitted within 3 business days	91%	90%	86%	90%
Complete 100% of monthly facility safety inspections. 15 inspections per month, 45 per quarter, 180 per year.				
Complete 100% of the scheduled inspections	100%	100%	100%	100%
Percentage of passing secret parker inspections.				
Percentage of passing secret parker inspections	89%	90%	90%	90%
Maintain an average of 240 hours worked by Downtown Parking Ambassadors each week.				
Average hours scheduled for Downtown Parking Ambassadors each week	254	210	180	240
Process 50% of Residential Parking Permit applications online.				
Percent of applications processed online	N/A	N/A	N/A	50%
Perform at least two daily inspections of the State Street Promenade.				
Daily Promenade inspections	N/A	N/A	N/A	722

PROGRAMS & SERVICES

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Vehicle transactions	2.80 M	4.00 M	1.51 M	3.00 M
Paid transactions	1 M	2 M	447,822	1 M
Percent of paid transactions paid with a credit card	43%	40%	65%	90%
Active Monthly Parking Permits	904	800	450	500
Active Commuter Lot Permits	448	500	275	300
Residential Parking Permits	2,540	2,850	2,290	2,500
Percent of visitors to the real-time occupancy webpage that are mobile users	71%	68%	69%	68%
Percentage of paid transactions processed by a Lot Operator vs transactions processed at the ticket column	96%	95%	39%	5%
Number of Downtown Parking Ambassadors on staff	15	16	13	18
Total number of Maintenance tasks completed	3,265	3,000	3,000	3,000
Total number of maintenance calls sent from Ambassadors to the Plaza maintenance contractors	N/A	N/A	N/A	360

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RECENT PROGRAM ACHIEVEMENTS

Supported the complete remodel at Chase Palm Park Recreation Center and the interior remodel at the Eastside Library. In addition, all streetlights on State Street were retrofit to LED.

Building Maintenance (Program No. 4511, 4521)

Mission Statement

To maintain a clean, safe, and functional work and business environment and provide operations, maintenance and construction services.

Program Activities

- Manage the maintenance, replacement, upgrade of the buildings, facilities, and City-owned streetlights.
- Utilize trades personnel, in conjunction with service and construction contractors, to augment and support planned maintenance and special building project programs.
- Provide project management support for special capital improvement projects in various departments.

Project Objectives for Fiscal Year 2022

- Meet quarterly with each Department to discuss open work orders, future maintenance needs, and any Building Maintenance issues.
- Provide in-house Building Maintenance support for Measure C facilities renewal projects.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	17.85	17.95	17.95	17.95	17.95
Hourly Employee Hours	0	150	0	150	150
Revenues					
Inter-fund Reimbursements	\$ 3,736,660	\$ 3,603,345	\$ 3,485,416	\$ 3,821,250	\$ 3,997,820
Other Revenue	7,676	10,500	2,064	10,500	10,500
Total Revenue	\$ 3,744,336	\$ 3,613,845	\$ 3,487,480	\$ 3,831,750	\$ 4,008,320
Expenditures					
Salaries and Benefits	\$ 2,646,910	\$ 2,300,330	\$ 2,100,986	\$ 2,423,880	\$ 2,490,649
Supplies and Services	723,046	827,164	801,670	819,079	847,789
Special Projects	301,866	278,753	278,378	278,782	277,855
Non-Capital Equipment	2,191	10,100	9,347	5,000	5,000
Appropriated Reserve	-	85,065	-	85,065	85,065
Total Expenditures	\$ 3,674,012	\$ 3,501,412	\$ 3,190,381	\$ 3,611,806	\$ 3,706,358

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 90% of Bldg Maint - Billable work orders within 90 days.				
Percent of special request work orders completed within 90 days	96%	90%	90%	90%
Complete 95% of Scheduled Work Orders by the due date.				
Percent of preventative maintenance work orders completed by the due date	91%	95%	95%	95%
Complete 90% of Streetlight - Maintenance work orders within 21 calendar days.				
Percent of Streetlight - Maintenance work orders completed within 21 calendar days	92%	90%	90%	90%

PROGRAMS & SERVICES

Building Maintenance (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Vandalism work orders	75	100	80	80
Streetlight work orders	145	100	140	100
Average days to complete a service call	15	16	14	16
Average days to complete special projects	23	45	25	45
Average days to complete streetlight work orders	12	10	13	10
Streetlight knockdowns	12	5	16	5

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RECENT PROGRAM ACHIEVEMENTS

Installed new phone and voicemail system at the Police Department, and tied in Animal Control to the new system.

Electronic Maintenance

(Program No. 4531)

Mission Statement

Provide and maintain the Citywide radio, telephone, microwave, Combined Communications Center (911), and associated electronic communication systems to ensure uninterrupted high quality communication operations.

Program Activities

- Provide maintenance and support activity for all wireless communications equipment, including repeaters, voters, and mobile and portable radios.
- Ensure the maintenance and operability of the Combined Communications Center, the City's 911 emergency call center.
- Maintain the City's microwave links.
- Manage and maintain the City-owned telephone network, and respond to all telephone and voicemail problems.
- Provide support for installation and maintenance of City access control systems.
- Perform radio, computer, electronics installations, and/or maintenance in all City-owned vehicles.
- Install inside outside plant telecommunication cables in City-owned buildings and underground conduits.
- Install and maintain security cameras for City-owned buildings.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	6.35	6.45	6.45	6.45	6.45
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursements	\$ 1,158,862	\$ 1,222,526	\$ 1,222,526	\$ 1,184,971	\$ 1,282,965
Total Revenue	\$ 1,158,862	\$ 1,222,526	\$ 1,222,526	\$ 1,184,971	\$ 1,282,965
Expenditures					
Salaries and Benefits	\$ 836,751	\$ 906,568	\$ 856,875	\$ 923,159	\$ 946,864
Supplies and Services	276,837	344,862	327,745	381,871	391,120
Non-Capital Equipment	242	5,000	-	5,000	5,000
Total Expenditures	\$ 1,113,830	\$ 1,256,430	\$ 1,184,620	\$ 1,317,228	\$ 1,346,582

PROGRAMS & SERVICES

Electronic Maintenance (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 90% of all non-emergency telecom service calls within 5 working days.				
Percent of non-emergency service calls completed within 5 working days	92%	90%	90%	90%
Complete 90% of all requested moves, adds, and changes to the City's telephone system by requested completion date.				
Percent of work orders completed within requested completion date	91%	90%	100%	90%
Complete 95% of preventative maintenance work orders within 30 days.				
Percent of maintenance work orders completed within 30 days	53%	95%	86%	95%
Respond to 90% of video surveillance service calls within 5 working days.				
Percent of surveillance service calls responded to within 5 working days	47%	90%	72%	90%
Respond to 95% of all high priority and emergency work orders within 24 hours.				
Percent of high priority work orders responded to within 24 hours	95%	95%	54%	95%
Respond to 75% of non-emergency radio service calls within 5 working days.				
Percent of non-emergency radio calls responded to within 5 working days	83%	75%	84%	75%
Respond to 90% of non-emergency access control service requests within 5 working days.				
Access control service requests completed within 5 working days	89%	90%	77%	90%
Complete 95% of cabling requests by requested completion date.				
Percent of cabling requests completed by requested date	88%	95%	100%	95%

PROGRAMS & SERVICES

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Preventative maintenance work orders	131	120	84	120
Non-emergency maintenance service calls	506	550	600	550
Total number of moves adds and changes performed on City telephone network	191	225	246	225
Total number of High Priority or Emergency service requests	55	50	52	50

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RECENT PROGRAM ACHIEVEMENTS

Custodial Services completed the annual cleaning of City Hall and annual floor refinishing and carpet cleaning at 630 Garden Street.

Custodial Services

(Program No. 4541)

Mission Statement

Provide custodial services to specified City facilities to ensure a clean and safe work environment for the staff and the public.

Program Activities

- Perform daily and routine cleaning services for approximately 280,000 square feet of facilities.
- Provide emergency custodial services.
- Manage contracted services and provide window, carpet, and awning cleaning as needed.

Project Objectives for Fiscal Year 2022

- Provide window-cleaning services to 48 City-owned facilities.
- Provide an annual training on green cleaning methods and practices to City Staff.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	12.30	12.40	12.40	12.40	12.40
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursements	\$ 1,676,997	\$ 1,624,610	\$ 1,624,610	\$ 1,630,462	\$ 1,782,000
Total Revenue	\$ 1,676,997	\$ 1,624,610	\$ 1,624,610	\$ 1,630,462	\$ 1,782,000
Expenditures					
Salaries and Benefits	\$ 977,263	\$ 1,105,526	\$ 979,360	\$ 1,179,814	\$ 1,216,557
Supplies and Services	717,221	604,353	578,785	594,531	599,129
Total Expenditures	\$ 1,694,484	\$ 1,709,879	\$ 1,558,145	\$ 1,774,345	\$ 1,815,686
Addition to (Use of) Reserves	\$ (17,488)	\$ (85,269)	\$ 66,465	\$ (143,883)	\$ (33,686)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Provide carpet cleaning and floor work services in City buildings as needed.				
Carpet Cleaning/Floor Work services	36	50	50	50
Respond to 95% of custodial emergencies within 2 hours during normal business hours.				
Percent of emergency responses within 2 hours	100%	95%	95%	95%
Complete 100 custodial inspections per year.				
Custodial inspections completed	104	100	100	100
Achieve a cleanliness rating of 80% via inspections by Custodial Supervisor and Lead Custodial Staff.				
Cleanliness inspection rating	81%	80%	80%	80%
Achieve an 80% success rating on a semiannual customer satisfaction survey.				
Customer satisfaction rating	86%	80%	80%	80%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Special cleaning requests completed	158	200	200	200
Parks & Recreation cleaning requests completed	109	175	175	175
Meeting setups completed	312	500	500	500
Custodial emergency responses	17	15	15	15

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RECENT PROGRAM ACHIEVEMENTS

SBPD Remediation Project has removed 24,149 pounds of Total Petroleum Hydrocarbon as of 12/31/2020.

Environmental Compliance (Program No. 4513)

Mission Statement

Properly manage and dispose of hazardous materials, and comply with State regulations applying to City owned and operated Underground Storage Tanks (USTs), Leaking Underground Fuel Tanks (LUFTs) and Site Mitigation Units (SMUs). Manage Vector Control in the ROW.

Program Activities

- Assess and oversee remediation of soil and groundwater contamination from all City LUFT and SMU sites and to comply with State regulatory requirements.
- Prepare reports for all City LUFT and SMU sites as required by regulatory agencies.
- Provide vector control services in City creeks and public right-of-way, and provide vector control information to citizens regarding mosquitoes, bees, mice, and rats.
- Provide for the proper disposal of hazardous waste found in the public right-of-way.

Project Objectives for Fiscal Year 2022

- SBPD Remediation Project: Monitor operation and maintenance of Carbon System. As cleanup goals are being met, plan for and complete system shutdown, restart, and rebound testing. Plan for system shutdown and extraction of wells.
- Chase Palm Park: Complete Soil/Groundwater Management Plan, submit for approval, and implement. Follow guidance from approved Health Risk Assessment and any County directives. If remediation is warranted, develop Remedial Action Plan and work with County on scheduling out when funds are available in coming years.
- Parking Lot 12: Conduct groundwater monitoring as directed by Regional Water Quality Control Board (RWQCB). Submit monitoring report. Complete Feasibility Study and Remedial Action Plan in anticipation of on-site remediation for FY 2023.
- 601 East Montecito Street: Leaking Underground Fuel Tank (LUFT) Removal and Remediation. Complete all reporting and submit to regulators. Begin planning and paperwork for Site Closure.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.00	1.00	1.00	1.00	1.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursements	\$ 25,000	\$ 32,600	\$ 32,600	\$ 25,000	\$ 25,000
General Fund Subsidy	475,433	410,672	412,164	449,043	457,570
Total Revenue	\$ 500,433	\$ 443,272	\$ 444,764	\$ 474,043	\$ 482,570
Expenditures					
Salaries and Benefits	\$ 152,783	\$ 152,991	\$ 154,483	\$ 162,969	\$ 165,596
Supplies and Services	48,068	64,531	64,531	73,824	79,724
Special Projects	299,582	225,750	225,750	237,250	237,250
Total Expenditures	\$ 500,433	\$ 443,272	\$ 444,764	\$ 474,043	\$ 482,570

Environmental Compliance

(Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
<p>✔ Submit 100% of regulatory reports required for City's LUFTs and SMUs as required by the California Water Quality Control Board (CWQCB).</p> <p>Percent LUFT and SMU groundwater monitoring events/reports submitted on time</p>	100%	100%	100%	100%
<p>✔ Meet 100% of required deadlines for site assessment and/or remediation efforts for all City LUFTs and SMUs as imposed by LEA of the CWQCB.</p> <p>Percent required LUFT and SMU site assessments and remediation efforts completed on time</p>	100%	100%	100%	100%
<p>✔ Respond to 100% of Hazardous Material spills during working hours, after hours, and weekends, within 1 hour of call.</p> <p>Percent hazardous material spills responded to within one hour of call</p>	100%	100%	100%	100%
<p>✔ Resolve 100% of vector control requests for creeks and the public right-of-way for mosquitoes, bees, mice, and rats within 5 working days.</p> <p>Percent vector control requests resolved within 5 working days</p>	100%	100%	100%	100%
<p>✔ Submit 100% of all hazardous waste fees, taxes, permits and manifests, state and county oversight fees, UST permits, fuel tank throughput reports, and related requirements from regulatory agencies on time.</p> <p>Percent regulatory requirements satisfied on time</p>	100%	100%	100%	100%
<p>✔ Achieve 100% compliance with Business Plan regulations for all City Sites in program including California Environmental Reporting System (CERS) Database submittals/updates, SPCC Plans for Petroleum Storage, Annual Hazardous Material Permits and CUPA Inspections and Compliance.</p> <p>Percent compliance with Business Plan regulations</p>	100%	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Open City LUFT and SMU sites	14	14	15	15
Rodent Abatement Program cost per rodent	\$37	\$38	\$44	\$44
Rodents caught in Rodent Abatement Program	468	450	400	390
Costs for hazardous material/blood spill cleanups and disposal of illegally dumped hazmat	\$20,667	\$18,000	\$20,000	\$20,000

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RECENT PROGRAM ACHIEVEMENTS

Supported the completion of the Cabrillo Pavilion construction project, and renovated the MacKenzie Park Restroom.

Facilities Capital Program (Program No. 4559)

Mission Statement

Develop, fund, design and construct projects that will maintain, upgrade and enhance City facilities to ensure a safe, efficient, practical and accessible working environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Facilities infrastructure.
- Develop the necessary funding to facilitate the Facilities Capital Program.
- Review and approve plans and specifications developed for constructing Facilities Capital Projects.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Facilities Capital Projects.
- Develop detailed spending plan and budget for potential increased Measure C funding for capital projects and maintenance backlog.

Project Objectives for Fiscal Year 2022

- Complete the construction of the Central Library Lower Level Staff Area.
- Complete unplanned Facilities renewal projects.
- Complete the construction of the Central Library Plaza.
- Bid and construct the City Hall Plumbing and Restroom Upgrades project.
- Complete the construction of the Carrillo Gym Minor Renewal project.
- Complete the design and construction of the 630 Garden Minor Renewal project.
- Complete the bid and construction of the Muni Tennis Minor Renewal project.
- Complete the bid and construction of the Central Library ADA Elevator project.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Expenditures					
Special Projects	\$ 3,069	\$ -	\$ -	\$ -	\$ -
Capital Program	509,285	1,003,262	1,005,201	470,000	450,000
Total Expenditures	\$ 509,285	\$ 1,003,262	\$ 1,005,201	\$ 470,000	\$ 450,000

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Facilities Capital Program

➤ **Fleet Management**

Water Resources Management
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Recycled Water
Water Treatment
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Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
Sewer Lateral Inspection Program
Wastewater Treatment
Wastewater Capital



RECENT PROGRAM ACHIEVEMENTS

Fleet Management recently activated the City's first hybrid Police Interceptor. The hybrid Interceptor saves an average of 66% on fuel costs compared to non-hybrid Interceptors.

Fleet Management

(Program No. 4571, 4579)

Mission Statement

Manage the motorized fleet and fleet support services to cost-effectively provide safe, reliable vehicles and equipment for all City departments.

Program Activities

- Maintain and repair the City's fleet vehicles and heavy equipment and administer, test, and certify vehicles and equipment in compliance with federal and state mandates.
- Ensure readiness of City's emergency power generators.
- Maintain automated fuel delivery system and refueling infrastructure.
- Fund and maintain a vehicle replacement program that ensures the orderly and timely replacement of the City's fleet.
- Provide technical services to develop specifications for purchasing of vehicles and equipment.
- Maintain the Pool Vehicle Program for shared vehicle use.
- Prepare the annual vehicle replacement report by January 31st of each year.

Project Objectives for Fiscal Year 2022

- Comply with mandated reporting requirements from various regulatory agencies.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	15.00	15.00	15.00	15.00	15.00
Hourly Employee Hours	972	24	316	0	0
Revenues					
Interest Income	\$ 488,836	\$ 272,900	\$ 241,075	\$ 126,945	\$ 125,340
Inter-fund Reimbursements	6,034,977	6,008,906	5,912,017	6,109,288	6,325,007
Intergovernmental	-	-	21,155	-	-
Other Revenue	379,176	218,158	231,488	177,000	133,000
Total Revenue	\$ 6,902,989	\$ 6,499,964	\$ 6,405,735	\$ 6,413,233	\$ 6,583,347
Expenditures					
Salaries and Benefits	\$ 1,868,041	\$ 1,777,751	\$ 1,699,240	\$ 1,793,451	\$ 1,942,325
Supplies and Services	1,278,752	1,339,795	1,301,776	1,379,015	1,437,196
Special Projects	173,632	67,461	35,199	115,409	40,100
Debt Service	0	14,579	14,579	-	-
Non-Capital Equipment	3,030	6,034	5,950	7,147	7,884
Transfers Out	24,000	204,716	204,716	1,031,946	1,467
Appropriated Reserve	-	15,000	-	15,000	15,000
Total Expenditures	\$ 3,347,455	\$ 3,425,337	\$ 3,261,460	\$ 4,341,968	\$ 3,443,972
Capital Program	2,491,078	5,674,774	2,514,711	2,251,402	1,367,637
Addition to (Use of) Reserves	\$ 1,064,457	\$ (2,600,147)	\$ 629,564	\$ (180,137)	\$ 1,771,738

PROGRAMS & SERVICES




Fleet Management (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete 95% of preventive maintenance services on schedule in accordance with manufacturer's recommendations.				
Percent of preventive maintenance services completed on schedule	99%	95%	95%	95%
Maintain 90% or greater availability for Fire Pumpers.				
Percent availability for service	91%	90%	90%	90%
Maintain 95% or greater availability for Police Interceptors.				
Percent availability for service	97%	95%	95%	95%
Maintain 95% or greater availability for 3/4 Ton trucks.				
Percent availability for service	99%	95%	95%	95%
Maintain 95% or greater availability for Backhoe / Loaders.				
Percent availability for service	96%	95%	95%	95%
Maintain 95% or greater availability for Non-emergency sedans.				
Percent availability for service	99%	95%	95%	95%
Complete mandated inspections and certifications annually in the following areas: a) aerial equipment certifications, b) youth bus inspections and certifications, c) commercial vehicle maintenance and inspection, d) mandated smog inspections and certifications, and e) mandated diesel smoke testing and certifications.				
Percentage of mandated inspections and certifications completed annually	90%	100%	100%	100%

PROGRAMS & SERVICES

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Vehicles in the fleet	486	482	485	485
 Pool vehicle trips	5,422	6,500	2,500	5,500
 Pool vehicle miles	154,298	200,000	150,000	160,000
Preventive maintenance services performed	1,171	1,200	1,200	1,200
Maintenance cost per fire pumper	\$36,262	\$60,000	\$60,000	\$45,000
Maintenance cost per Police interceptor	\$6,998	\$5,500	\$5,500	\$7,000
Maintenance cost per ¾ ton truck	\$2,106	\$2,000	\$2,000	\$2,500
Maintenance cost per backhoe/loader	\$7,951	\$7,500	\$7,500	\$8,500
Maintenance cost per non-emergency sedan	\$1,190	\$1,600	\$1,600	\$1,600
Average maintenance cost per mile for fire pumpers	\$6.29	\$4.50	\$4.50	\$4.50
Average maintenance cost per mile for Police interceptors	\$0.50	\$0.45	\$0.45	\$0.55
Average maintenance cost per mile for ¾ ton trucks	\$0.57	\$0.55	\$0.55	\$0.60
Average maintenance cost per hour for backhoes and loaders	\$38	\$35	\$35	\$40
Average maintenance cost per mile for non-emergency sedans	\$0.20	\$0.25	\$0.25	\$0.40
Percent of vehicles using alternative fuels in the fleet	37%	37%	37%	37%
Vehicles fueled with Renewable Diesel in the fleet	109	114	114	114
Compressed natural gas vehicles in the fleet	5	5	5	5
Hybrid powered vehicles in the fleet	43	45	41	45
 Electric vehicles in the Fleet	20	18	20	20

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➤ **Water Resources Management**

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RECENT PROGRAM ACHIEVEMENTS

The City and Montecito Water District executed an historic 50-year Water Supply Agreement, providing a new source of stable revenue to the water utility and improving regional water supply.

Water Resources Management

(Program No. 4611)

Mission Statement

Provide support and direction to staff to ensure that City water and wastewater systems are reliable, comply with all the permits and regulations.

Program Activities

- Manage the City's water, wastewater and recycled water, storage, treatment, distribution and collection systems, and the Long-Term Water Supply Program.
- Ensure compliance of water, wastewater and recycled water systems, with extensive local, state, and federal regulations.
- Develop short and long range water and wastewater resources and capital programs.
- Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council on issues concerning water resources.
- Develop annual Water and Wastewater Fund budgets and ensure that expenditures remain within adopted budget amounts.
- Provide ongoing budgetary guidance and support to all Water Resources Division sections.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	7.50	9.50	9.50	9.50	9.50
Hourly Employee Hours	0	3,312	1,632	3,312	3,312
Revenues					
Fees and Service Charges	\$ 53,354,288	\$ 53,562,295	\$ 54,828,701	\$ 57,539,704	\$ 60,406,251
Interest Income	1,917,150	1,326,920	884,815	684,620	675,815
Inter-fund Reimbursements	19,264	14,540	16,605	14,540	14,540
Intergovernmental	-	-	-	2,540,343	4,972,017
JPA Reimbursements	3,571,993	3,114,716	3,668,800	3,114,716	3,114,716
Other Revenue	2,823,166	10,228,705	356,251	227,206	227,206
Total Revenue	\$ 61,685,861	\$ 68,247,176	\$ 59,755,172	\$ 64,121,129	\$ 69,410,545
Expenditures					
Salaries and Benefits	\$ 2,437,442	\$ 1,628,329	\$ 1,314,077	\$ 1,711,668	\$ 1,757,693
Supplies and Services	6,073,307	6,217,276	5,804,798	6,610,036	6,846,306
Special Projects	147,943	229,797	112,014	99,661	95,953
Debt Service	4,717,079	8,571,716	8,571,880	8,583,164	8,599,313
Non-Capital Equipment	1,108	4,965	1,224	4,965	4,965
Transfers Out	77,586	56,985	56,985	25,186	12,590
Appropriated Reserve	-	300,000	-	300,000	300,000
Total Expenditures	\$ 13,454,465	\$ 17,009,069	\$ 15,860,978	\$ 17,334,680	\$ 17,616,820

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RECENT PROGRAM ACHIEVEMENTS

Final vendor selection for the Advanced Metering Infrastructure (AMI) capital project is underway.

Water Supply Management

(Program No. 4612)

Mission Statement

Provide an adequate supply of water by implementing the Long-Term Water Supply Program, which includes a cost-effective water conservation element and a diverse portfolio of supplies.

Program Activities

- Implement the Enhanced Urban Water Management Plan.
- Advise on optimal use of the City's diverse sources of water supplies.
- Provide information on the City's water supplies and water conservation efforts via the City's web site.
- Manage a cost-effective customer-response based water conservation program that meets federal and state requirements.
- Maintain and protect surface water supplies from the Santa Ynez River.
- Support member agency activities of the Cachuma Operation and Maintenance Board (COMB), the Cachuma Conservation Release Board (CCRB), and the Central Coast Water Authority (CCWA). Keep Water Commission and City Council liaison briefed on activities of COMB, CCRB, and CCWA.
- Sustainably manage local groundwater basins for water supply purposes, including ongoing monitoring of water levels and water quality.
- Evaluate opportunities to increase recycled water use, including non-potable reuse and potable reuse.
- Manage monthly records of the amount of water produced from each source and the City's surface water diversions in compliance with State requirements, and prepare monthly reports in accordance with the Upper Santa Ynez River Operations Agreement.
- Update the variable operating cost of each water source for supply planning purposes.
- Support water financial planning and implement water rates and capacity charges.
- Provide development review for conformance with individual metering and Landscape Design Standards for Water Conservation requirements.
- Implement recommendations of multi-year Water Conservation Marketing Plan

Project Objectives for Fiscal Year 2022

- Present the annual Water Supply Management Report for the previous year to Council for adoption by January 31, 2022.
- Participate in Bureau of Reclamation technical and negotiation sessions for a new Cachuma Project Master Water Service Contract and support associated environmental review.
- Participate in the development of new State water conservation standards initiated by AB 1668 and SB 606 through task force meetings, pilot studies, and written comments.
- Participate in the alpha and beta phase of the Advanced Metering Infrastructure (AMI) implementation project with special focus on integration of the Customer Engagement Platform.
- Submit a level one validated water loss audit to the Department of Water Resources by December 31, 2021.
- Evaluate the participation rates and water savings of the pilot Flume Smart Water System direct distribution rebate. Evaluate frequency of leaks detected through utility dashboard analytics and customer surveys.
- Select a consultant and commence a recycled water market assessment and updated cost/benefit analysis to identify potential new recycled water users to maximize the use of the City's available recycled water.
- Participate in the Central Coast Water Authority's Water Management Strategies Project to identify methods to increase the certainty of State Water Project or supplemental water availability during extended drought conditions, including groundwater banking or long-term purchase agreements.
- Work with the United States Geological Society (USGS) to initiate new sustainable groundwater basin yield and groundwater drought storage estimates.



Water Supply Management

(Continued)

Financial and Staffing Information




	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	9.95	7.45	7.45	7.45	7.45
Hourly Employee Hours	581	1,786	0	1,786	1,786
Revenues					
Inter-fund Reimbursements	\$ -	\$ -	\$ 1,667	\$ -	\$ -
Other Revenue	\$ 1,928	\$ -	\$ 2,653	\$ -	\$ -
Total Revenue	\$ 1,928	\$ -	\$ 4,320	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 995,756	\$ 1,193,045	\$ 1,060,910	\$ 1,289,598	\$ 1,314,830
Supplies and Services	761,655	948,583	750,774	528,351	468,096
Special Projects	283,284	475,755	301,783	361,900	361,900
Water Supply Purchases	8,790,615	9,728,305	8,971,439	9,228,839	9,228,839
Non-Capital Equipment	5,035	31,100	26,313	31,100	31,100
Total Operating Expenditures	\$ 10,836,345	\$ 12,376,788	\$ 11,111,219	\$ 11,439,788	\$ 11,404,765
Capital Program	43,104	-	-	-	-
Total Expenditures	\$ 10,879,449	\$ 12,376,788	\$ 11,111,219	\$ 11,439,788	\$ 11,404,765

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Offer water education to local students through in-class presentations, assemblies, field trips, tours, and events.				
Number of students reached	939	1,300	500	800
 Offer water conservation classes and workshops for homeowners and landscape professionals.				
Number of participants	114	200	220	200
Track digital outreach efforts in City publications (Water Resources e-newsletter, CNIB articles, new customer e-newsletters, etc.).				
E-newsletter read rate	41%	32%	32%	32%

PROGRAMS & SERVICES

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Plans reviewed for conformance with Landscape Design Standards for Water Conservation	113	150	70	100
Plans reviewed for conformance with individual water metering requirements	98	100	50	75
 Free Water Checkup appointments conducted	1,086	1,200	1,200	1,100
 Residential gallons per capita per day (GPCD) target annually or less	N/A	72	64	72

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➤ **Desalination Facility**

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RECENT PROGRAM ACHIEVEMENTS

Successfully completed a power survey of the existing product water pumps in preparation for the Desal Product Water Pump Station Upgrades Project.

Desalination Facility

(Program No. 4675)

Mission Statement

The Mission of the Charles E. Meyer Desalination Plant is to provide a clean, safe, and reliable drinking water supply for the community.

Program Activities

- Manage the operations, maintenance, and capital modifications of the Charles E. Meyer Desalination Plant (Desal Plant) to produce reliable, local, drought-proof drinking water that meets all State and Federal drinking water standards.

Project Objectives for Fiscal Year 2022

- Support and assist the City's contract operator in the maintenance and inspection of both the raw water intake pumps.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.60	1.00	1.00	1.00	1.00
Hourly Employee Hours	0	0	199	0	0
Revenues					
Intergovernmental	\$ 6,546,054	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 6,546,054	\$ -	\$ -	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 123,318	\$ 216,960	\$ 194,410	\$ 233,016	\$ 240,813
Supplies and Services	4,235,491	4,847,534	4,849,758	5,165,378	5,290,408
Debt Service	1,050,311	4,276,104	4,276,104	4,209,610	4,209,610
Total Operating Expenditures	\$ 5,409,119	\$ 9,340,598	\$ 9,320,272	\$ 9,608,004	\$ 9,740,831

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Promote public education of the City's water supply portfolio and the role of desalinated water via in-person and virtual tours of the Charles E. Meyer Desalination Plant.				
Number of in-person and virtual tours conducted	11	10	0	5
Ensure timely administration of contract obligations by reviewing 100% of quarterly performance guarantees with IDE Americas.				
Performance guarantees reviewed	100%	100%	100%	100%
Prepare and transmit 100% of monthly water orders according to the DBO contract terms to ensure reliable delivery of drinking water.				
Number of water orders completed per contract terms	14	12	13	12

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Acre feet (AF) of water produced	2,810	3,125	2,750	3,125
Chemical cost per AF	\$87	\$80	\$80	\$90
Kilowatt Hour (kWh) per AF	5,153	4,900	5,400	5,400
Number of Excused Deliveries due to Uncontrollable Events	14	12	5	5

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RECENT PROGRAM ACHIEVEMENTS

Dam caretaker and assistant have successfully provided roadway repairs that improve access and security for City personnel.

Gibraltar Dam

(Program No. 4621)

Mission Statement

Operate and maintain Gibraltar Dam and Reservoir in accordance with all dam safety standards and to maximize the City's water supply.

Program Activities

- Regulate water flow from Gibraltar Dam; observe and record reservoir levels, water flow, evaporation rate, temperature and rainfall.
- Operate and maintain reservoir equipment including recorders, rainfall gauges, weirs, pumps, motors, boats, generators, flood gates, access roads, and drains; inspect, clean, and perform minor repair activities; and open flood gates.
- Maintain reservoir and dam site security.
- Monitor available water storage capacity of the reservoir.
- Collect water and silt samples; perform routine tests on samples; analyze data from testing procedures.
- Work with a variety of agencies on operations and activities and resolve issues on reservoir activities.
- Successfully pass the Division of Safety of Dams Annual Inspection.

Project Objectives for Fiscal Year 2022

- Assist Engineering with completion of bathymetric survey to continue tracking the diminishing capacity of the reservoir.
- Conduct condition assessment of dam caretaker facilities.
- Replace reservoir that supplies water to the dam caretaker's residence.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.15	2.15	2.15	2.15	2.15
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 271,297	\$ 316,334	\$ 285,622	\$ 335,288	\$ 340,368
Supplies and Services	66,053	137,387	154,846	154,554	154,676
Special Projects	77,976	79,000	79,000	75,000	75,000
Non-Capital Equipment	-	1,500	1,000	1,500	1,500
Total Expenditures	\$ 415,327	\$ 534,221	\$ 520,468	\$ 566,342	\$ 571,544

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Repair and restore closed roadways within three days.				
Days to repair and restore closed roadways	3	3	3	3
Log and report daily observation readings 200/220 reporting days.				
Daily readings reported (days)	260	200	200	200
Ensure a bi-monthly inspection of the Gibraltar Dam and Reservoir by City engineering.				
Bi-monthly inspections	6	6	6	6

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RECENT PROGRAM ACHIEVEMENTS

Completed project to reconfigure and replace valves for greater operational flexibility and improve service sustainability.

Recycled Water (Program No. 4622)

Mission Statement

Provide cost-effective treatment and distribution of recycled water in accordance with State regulations in order to conserve the City's potable water supplies.

Program Activities

- Operate and maintain the City's recycled water distribution system comprised of distribution pipelines, pump stations, a reservoir, pressure reducing stations and metered service connections.
- Provide assistance and ensure compliance on the proper setup on new recycled water sites.
- Ensure compliance with required agreements and state regulations for users on the recycled water distribution system.
- Provide guidance, training education materials, and signage for landscape and toilet flushing uses of recycled water.

Project Objectives for Fiscal Year 2022

- Scope isolation valve replacement needs for remaining valves in Phase 2 of the recycled water system.
- Relocate one recycled water fill station to improve accessibility and safety.
- Replace six 4" recycled water system valves.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	4.50	4.50	4.50	4.50	4.50
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 664,914	\$ 683,097	\$ 703,432	\$ 700,673	\$ 715,037
Supplies and Services	436,662	432,963	382,928	369,252	375,029
Total Expenditures	\$ 1,101,576	\$ 1,116,060	\$ 1,086,360	\$ 1,069,925	\$ 1,090,066

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Exercise 12 recycled water fill station shut-off valves (100%), annually.				
Number of shut-off valves exercised	N/A	12	12	12
Perform 100% of all active recycled water site inspections, annually, to ensure compliance with Title 22 regulations.				
Number of site inspections	N/A	N/A	N/A	79
Perform maintenance on half of recycled water fill stations.				
Number of recycled water fill stations with maintenance needs	N/A	N/A	N/A	6
Exercise 89 valves (100%) in the recycled water distribution system, annually.				
Number of valves exercised	N/A	N/A	N/A	89

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RECENT PROGRAM ACHIEVEMENTS

Ahead of schedule and under budget with the transition to our new computerized maintenance management system (CMMS) "Maintenance Connection".

Water Treatment

(Program No. 4631, 4632)

Mission Statement

Provide safe drinking water that is treated in a cost-effective manner and complies with State and Federal regulations.

Program Activities

- Operate and maintain the Cater Water Treatment Plant to achieve compliance with State and Federal drinking water regulations.
- Provide regional water treatment for the City of Santa Barbara, Montecito Water District and Carpinteria Valley Water District, supplying drinking water to the communities of Santa Barbara, Montecito, Summerland, and Carpinteria.
- Operate and maintain the Ortega Groundwater Treatment Plant in accordance with State and Federal regulations.
- Operate and maintain City's hydroelectric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.

Project Objectives for Fiscal Year 2022

- Complete transition to Maintenance Connection computerized maintenance management system (CMMS) software.

PROGRAMS & SERVICES

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	15.80	15.85	15.85	15.85	15.85
Hourly Employee Hours	0	759	0	0	0
Expenditures					
Salaries and Benefits	\$ 2,236,933	\$ 2,531,129	\$ 2,253,313	\$ 2,595,251	\$ 2,686,286
Supplies and Services	1,945,990	2,651,318	2,468,630	2,515,789	2,600,823
Capital Equipment	49,753	50,050	50,050	54,250	55,175
Non-Capital Equipment	19,594	24,000	38,396	19,500	9,500
Transfers Out	7,500	-	-	-	-
Total Expenditures	\$ 4,259,770	\$ 5,256,497	\$ 4,810,389	\$ 5,184,790	\$ 5,351,784

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maintain 100% compliance with California Division of Drinking Water (DDW) Primary Water Quality Regulations.				
Rate of compliance with state drinking water quality regulations	99.7%	100.0%	100.0%	100.0%
Perform 95% of preventative maintenance in accordance with the annual preventative maintenance plan at the Cater Water Treatment Plant and Ortega Groundwater Treatment Plant.				
Percentage of preventative maintenance completed	100%	100%	97%	95%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Million gallons (MG) of water treated (Cater)	4,287	4,500	4,500	4,500
Cost per million gallons (Cater)	\$865	\$850	\$800	\$800
Chemical cost per million gallons (Cater)	\$125	\$180	\$125	\$150
Unscheduled work orders	97	100	170	175
Percent of work orders that were emergency	2%	3%	5%	5%
Million gallons (MG) of water treated (Ortega Groundwater Treatment Plant)	95	95	0	0
Megawatt hours per year produced from hydroelectric plant	2,078	1,000	1,500	1,000

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RECENT PROGRAM ACHIEVEMENTS

Successful development of cross-training schedule and OIT Training Task Book.

Water Distribution

(Program No. 4635)

Mission Statement

Convey water to customers in a reliable cost-effective manner and provide drinking water that meets all State and Federal regulations.

Program Activities

- Operate and maintain the City's potable water distribution system comprised of distribution pipelines, pump stations, reservoirs, pressure reducing stations and metered service connections.
- Meet 100% of all applicable State and Federal requirements.
- Operate and maintain the groundwater well system.
- Implement and oversee the cross connection control program.
- Serve as primary dispatch for all Water and Wastewater emergencies and secondary back-up for all Streets emergencies.

Project Objectives for Fiscal Year 2022

- Provide water main design and construction support for City bridge replacement projects.
- Assist with constructing FY21 A and B water main replacement projects.
- Assist with designing FY22 A and B water main replacement projects.
- Initiate assessment of air valves and blow-off locations in potable and recycled water distribution systems.
- Develop valve replacement program.
- Design and scope back-up power at Campanil Pump Station.
- Replace roof at Control Station at La Mesa Reservoir.
- Assist with Transmission Main Renewal Project.
- Assist with Desal Conveyance Main Project.
- Update 16 SCADA remote radios to maximize reliability and standardize equipment to facilitate long-term maintenance needs.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	32.47	32.53	32.53	32.53	32.53
Hourly Employee Hours	6,058	10,590	5,007	6,587	6,587
Expenditures					
Salaries and Benefits	\$ 4,043,935	\$ 5,454,429	\$ 4,556,077	\$ 5,156,294	\$ 5,324,923
Supplies and Services	3,335,998	4,119,138	3,796,933	3,612,242	3,680,311
Special Projects	40,706	115,784	120,000	125,000	125,000
Capital Equipment	94,495	183,957	148,932	190,000	190,000
Non-Capital Equipment	83,103	128,891	135,945	144,041	144,041
Transfers Out	3,500	-	-	-	-
Total Expenditures	\$ 7,601,737	\$ 10,002,199	\$ 8,757,887	\$ 9,227,577	\$ 9,464,275

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Exercise 4,450 valves (60%) in the Water Distribution system annually.				
Number of valves exercised	3,360	4,450	4,450	4,450
Respond to all reported customer concerns related to Water Distribution within one working day.				
Percent of field responses in one working day	100%	100%	100%	100%
Distribute 100% of work requests from the public to Water, Wastewater, and Streets within one working day.				
Percent of work requests created for various groups	100%	100%	100%	100%
Unidirectionally flush 60 miles of water main, annually.				
Number of miles of water main flushed	N/A	60	60	60
Perform preventative maintenance on Pressure Reducing Valves (PRV) in the water distribution system.				
Percent of preventative maintenance performed on PRV's	N/A	30%	30%	30%
Repair water main breaks within 12 hours, 100% of the time.				
Percent of water main breaks repaired	N/A	N/A	N/A	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Number of calls dispatched to Water Distribution Customer Service Rep	1205	750	750	1000
Number of calls dispatched to Wastewater section	63	200	200	75

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RECENT PROGRAM ACHIEVEMENTS

Vendor selection for
AMI implementation
project.

Meter Reading (Program No. 4636)

Mission Statement

Read water meters for accurate and timely utility billings and respond to field service requests in a timely, courteous, efficient, and safe manner.

Program Activities

- Read approximately 27,400 water meters every 28-33 days.
- Process approximately 10,000 service orders to begin and terminate service.
- Maintain water meters and make recommendations for replacement.
- Download daily route meter reading data to the centralized utility billing system.
- Field-check new water meter installations.
- Maintain and manage an active water meter inventory.
- Maintain, inspect, and repair temporary fire hydrant meters.

Project Objectives for Fiscal Year 2022

- Support system-wide Advanced Metering Infrastructure (AMI) implementation project.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.10	5.10	5.10	6.10	6.10
Hourly Employee Hours	4,188	4,069	3,895	4,069	4,069
Expenditures					
Salaries and Benefits	\$ 743,837	\$ 814,383	\$ 774,627	\$ 1,039,109	\$ 1,090,662
Supplies and Services	81,090	86,022	82,281	85,151	87,358
Non-Capital Equipment	1,183	4,000	3,563	4,000	4,000
Total Expenditures	\$ 826,110	\$ 904,405	\$ 860,471	\$ 1,128,260	\$ 1,182,020

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to 100% of disconnect, start and stop service orders within one working day.				
Percent of service calls responded to within one working day	100%	100%	100%	100%
Ensure 98% of meters are read accurately on first visit.				
Percent of meters read accurately on first visit	99%	98%	98%	98%
Read 100% of water meters according to an approved monthly schedule.				
Percent of meters read each month according to schedule	100%	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Meters read annually	330,693	324,000	324,000	330,000
Meters read per month per meter reader	5,510	5,400	5,400	5,500
Number of meters turned off for non-payment within one working day	1,094	1,500	1,500	1,500
Number of zero-consumption meters inspected	820	500	500	500
Number of meter reads verified	6,225	6,000	6,000	6,000
Number of meter maintenance issues reported	1,768	1,700	1,700	1,700
Number of High Usage Notification Door Hangers left for customers	3,219	3,000	3,000	3,000
Number of Commercial Customer Door Hangers for non-payment left	71	100	100	100
Number of reads on temporary fire hydrant meters	N/A	120	120	120

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RECENT PROGRAM ACHIEVEMENTS

Exercised a transfer agreement to annex Lincolnwood Mutual Water Company to the City, and achieved a Recycled Water Sales Agreement with La Cumbre Mutual Water Company.

Water Capital (Program No. 4671)

Mission Statement

Develop, fund, design, and construct projects that will maintain, upgrade and enhance the City's water system infrastructure in order to ensure a continual supply of safe water for both domestic and fire protection purposes.

Program Activities

- o Develop the necessary funding to facilitate the Water Capital Program.
- o Approve the design, plans, and specifications for Water Capital Projects.
- o Assist the Public Works Engineering Division in moving projects through the City's planning, environmental, and permitting process, when appropriate.
- o Assist Engineering staff in the bid, award, monitoring and inspection of Water Capital projects through completion of construction, when appropriate.

Project Objectives for Fiscal Year 2022

- o Ensure that 80% of the performance measures for the Water System Section are met.
- o Begin implementation of AMI contract by December 2021.
- o Present a Water System Annual Report to Water Commission by December 2021.
- o Commence with water system improvements contingent upon a Water Sales Agreement with Montecito Water District: (A) Renewal Project, (B) Conveyance Pipeline, (C) Pump Station Upgrades.
- o Award a contract for preliminary design for the Cater Finished Water Reservoir Improvements Project by June 2022.
- o Support delivery of recycled water to La Cumbre Mutual Water District.
- o Award design contract(s) for Water Main replacement by June 2022.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 801,552	\$ 597,000	\$ 412,297	\$ 412,297	\$ 412,297
Intergovernmental	-	-	250,000	2,250,000	-
Other Revenue	18,860,047	-	-	-	-
Total Revenue	\$ 19,661,599	\$ 597,000	\$ 662,297	\$ 2,662,297	\$ 412,297
Expenditures					
Capital Program	\$ 14,029,401	\$ 51,696,326	\$ 51,818,358	\$ 16,464,000	\$ 19,735,000
Total Expenditures	\$ 14,051,422	\$ 51,696,326	\$ 51,818,358	\$ 16,464,000	\$ 19,735,000

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Replace 6 miles (2%) of the water mains annually.				
Miles of water mains replaced	3.7	6.0	3.0	6.0

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RECENT PROGRAM ACHIEVEMENTS

The Pretreatment Program Administrative Documents and Local Limits have been updated and submitted to the Regional Quality Control Board for approval

Water Resources Laboratory (Program No. 4641, 4741)

Mission Statement

Provide cost-effective analytical testing services and high quality data to meet the testing requirements of the water and wastewater systems.

Program Activities

- Perform all required testing in accordance with Environmental Protection Agency (EPA) or Standard Methods approved analytical methods.
- Provide laboratory services for Water, Wastewater, Engineering and other departments within the City.
- Perform and complete proficiency testing required to maintain Environmental Laboratory Accreditation Program (ELAP) certification.
- Provide and submit regulatory reports to the Regional Water Quality Control Board and the State Water Resources Control Board, Division of Drinking Water.
- Maintain all major analytical instrumentation in accordance with Standard Methods and manufacturer recommendations.
- Provide ongoing technical training to staff.

Project Objectives for Fiscal Year 2022

- Contract with a third party assessor to perform a pre-assessment for accreditation under new California Environmental Laboratory Assessment Program (ELAP) regulations. Have contract in place by June 30, 2022.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	6.95	7.00	7.00	7.00	7.00
Hourly Employee Hours	884	1,196	1,497	1,196	1,196
Expenditures					
Salaries and Benefits	\$ 935,780	\$ 1,021,946	\$ 925,422	\$ 1,024,874	\$ 1,058,687
Supplies and Services	352,944	730,694	412,749	508,885	502,303
Capital Equipment	-	30,000	-	30,000	30,000
Non-Capital Equipment	26,018	54,000	20,960	40,000	40,000
Total Expenditures	\$ 1,322,907	\$ 1,836,640	\$ 1,359,131	\$ 1,603,759	\$ 1,635,990

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Produce valid data from 99.9% of completed analyses.				
Percent of tests with valid data	99.9%	99.9%	99.9%	99.9%
Inspect all Industrial Users and other permittees as required by Pretreatment Regulations.				
Pretreatment inspections	26	26	26	26
Submit all NPDES and Division of Drinking Water reports electronically and on time.				
Percentage of reports submitted on time	100%	100%	99%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
All drinking water, wastewater, pretreatment, Harbor, creek and special samples received	15,325	16,500	14,300	15,000
Analyses performed	34,995	40,000	48,000	40,000
IWP Permits issued or renewed (IU, GW and temporary)	20	12	20	15
Active IWP permits	30	25	32	26
Pretreatment sampling events (IU, GW and temporary)	40	40	35	40
Water quality inquiries received by laboratory staff	73	75	65	75

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RECENT PROGRAM ACHIEVEMENTS

The Wastewater Collections team met its sanitary sewer overflow limit goal for the third consecutive calendar year.

Wastewater Collection

(Program No. 4721)

Mission Statement

Convey wastewater to the treatment plant in a reliable and cost-effective manner, meet all applicable state and federal regulations, and protect the environment.

Program Activities

- Maintain the wastewater collection system capacity and prevent sewer over flows through regular maintenance.
- Respond to stoppage and overflow calls and contain overflows in a timely manner.
- Manage the Preventive Maintenance Program for the wastewater collection system.
- Operate the wastewater collection system in compliance with state and federal requirements.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	19.48	17.48	17.48	17.48	17.48
Hourly Employee Hours	1,625	2,602	4,189	2,602	2,602
Other Revenue	\$ 10,350	\$ -	\$ 22,500	\$ -	\$ -
Total Revenue	\$ 10,350	\$ -	\$ 22,500	\$ -	\$ -
Expenditures					
Salaries and Benefits	\$ 2,290,056	\$ 2,345,398	\$ 2,340,097	\$ 2,439,371	\$ 2,510,782
Supplies and Services	1,832,040	1,643,648	1,315,003	1,438,668	1,462,789
Special Projects	538,506	469,446	450,498	500,000	500,000
Capital Equipment	-	32,900	27,262	65,234	67,246
Non-Capital Equipment	40,558	45,000	15,692	45,000	45,000
Total Expenditures	\$ 4,701,159	\$ 4,536,393	\$ 4,148,552	\$ 4,488,273	\$ 4,585,817

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Limit the number of overflows in the wastewater collection system to no more than 6.				
Overflows in the collection system	1	6	4	6
Make 500 site inspections of Food Service Establishments for Fats, Oils and Grease Program compliance.				
Number of FSE inspections made	518	500	450	500
Clean scheduled pipes prior to due date pursuant to the assigned cleaning program at the mandated frequency.				
Percentage of pipes cleaned by the due date	86.7%	90.0%	80.0%	80.0%

PROGRAMS & SERVICES

Wastewater Collection (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Percent of sewer system (252.3 miles) cleaned by percent of sewer main geographic miles; cumulative by quarter. Each main is only counted once during the period.	67.2%	70.0%	70.0%	70.0%
Actual total footage recorded as miles cleaned each FY quarter. Includes multiple pipe cleaning and unscheduled events	280.2	250.0	280.0	280.0
Miles of pipeline inspected and coded to PACP standards using Closed Circuit Television equipment (by both City and Contractor)	17.2	30.0	35.0	30.0
For Sanitary Sewer Overflow (SSO's) events, the spill volume (in gallons) reaching surface waters not recovered from waters of the state	20	0	1,115	0
Labor hours with responding to private lateral sewer discharge (PLSD)	N/A	150	250	150
Percent of total cleaning footage completed by the sewage recycling combination cleaning truck	N/A	N/A	N/A	20%

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RECENT PROGRAM ACHIEVEMENTS

The Sewer Lateral Inspection Program (SLIP) was reorganized and additional staff were hired to support the customer facing program and enhance public outreach.

Sewer Lateral Inspection Program

(Program No. 4722)

Mission Statement

Educate the public on sewer lateral ownership and maintenance practices to minimize impact of private sewer spills on the environment.

Program Activities

- Manage the Sewer Lateral Inspection Program to minimize private lateral sewer discharges.
- Provide resources for the public for sewer lateral maintenance and repairs.
- Provide public outreach and education to program stakeholders.

Project Objectives for Fiscal Year 2022

- Participate in six public outreach events over the year.
- Administer the Video Assistance Program pilot program to assist Sewer Lateral Inspection Program (SLIP) customers with lateral inspection videos performed by the City contractor.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	3.45	3.45	3.45	3.45
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 58	\$ 458,971	\$ 307,577	\$ 497,088	\$ 520,733
Supplies and Services	-	347,190	252,675	640,450	676,466
Non-Capital Equipment	-	12,500	1,575	12,500	12,500
Total Expenditures	\$ 58	\$ 818,661	\$ 561,827	\$ 1,150,038	\$ 1,209,699

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Assist the SLIP participants with renewal of 250 lateral connections.				
Number of sewer lateral connections renewed (replaced or rehabilitated)	N/A	250	250	250
SLIP staff to review permit initiated video inspections and submit requirements within 10 calendar days after receipt of package.				
Percent of permit cases reviewed within 10 calendar days	N/A	100%	99%	100%
Assist property owners with video inspections of their laterals by enrolling them in the Video Assistance Program (VAP).				
Number of property owners utilizing the VAP	N/A	N/A	N/A	300

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Average number of active sewer lateral inspection program cases	N/A	1000	1500	1500
Number of extensions granted for SLIP case to property owners	N/A	100	25	50
Phone conversations with current SLIP participants	N/A	150	340	350
Videos reviewed from SLIP participants	N/A	N/A	N/A	750
SLIP cases initiated (commercial, residential and permit cases)	N/A	N/A	N/A	1000
SLIP cases completed and given Certificate of Compliance	N/A	N/A	N/A	1000

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Wastewater Capital



RECENT PROGRAM ACHIEVEMENTS

Fully optimized the Secondary Treatment Process effluent water quality following the Secondary Upgrades Project.

Wastewater Treatment

(Program No. 4731)

Mission Statement

Provide cost-effective wastewater treatment, protect ocean water quality and public health, and comply with National Pollution Discharge Elimination System (NPDES) permit requirements.

Program Activities

- Operate the El Estero Water Resource Center to comply with discharge limitations as required by the Regional Water Quality Control Board (RWQCB).
- Operate the El Estero Water Resource Center to assure air emission compliance with the Santa Barbara Air Pollution Control District Permit (SBAPCD).
- Maintain the El Estero Water Resource Center using predictive and preventive maintenance methods.
- Continue public outreach and education to inform the public of environmental benefits of the El Estero Water Resource Center process.

Project Objectives for Fiscal Year 2022

- Maintain compliance with the NPDES and APCD permit limits during the Digester Cleaning & Dome Replacement Project.
- Develop a request for proposal (RFP) for a Process Control Data Management System.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	22.75	22.75	22.75	22.75	22.75
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 22,641,052	\$ 23,617,106	\$ 23,684,928	\$ 25,418,347	\$ 26,696,053
Interest Income	519,779	308,400	197,040	151,245	149,240
Other Revenue	63,847	66,072	61,072	66,072	66,072
Total Revenue	\$ 23,224,678	\$ 23,991,578	\$ 23,943,040	\$ 25,635,664	\$ 26,911,365
Expenditures					
Salaries and Benefits	\$ 4,286,937	\$ 3,350,231	\$ 3,523,445	\$ 3,530,450	\$ 3,621,429
Supplies and Services	3,624,419	3,958,060	3,668,704	3,859,280	3,950,537
Special Projects	16,558	188,518	15,283	25,000	150,000
Capital Equipment	27,512	178,059	172,304	31,000	31,000
Non-Capital Equipment	11,330	27,000	17,820	27,000	27,000
Total Expenditures	\$ 7,966,755	\$ 7,701,868	\$ 7,397,556	\$ 7,472,730	\$ 7,779,966



Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Achieve 99.9% compliance with wastewater and recycle water discharge requirements as listed in the NPDES permit issued by the Regional Water Quality Control Board.				
Percent of reportable values in compliance with NPDES permit limits	N/A	N/A	N/A	99.9%
Achieve 100% compliance with local air emissions standards as specified in the Santa Barbara Air Pollution Control District (SBAPCD) permit requirements.				
Percent of air samples in compliance with SBAPCD permit requirements	100%	100%	100%	100%
Completed wrench time hours as a percentage of total available craft hours for maintenance personnel.				
Percentage of wrench time hours completed	74%	75%	75%	75%
Proactive maintenance work order hours as a percentage of all maintenance work order hours completed.				
Percentage of proactive maintenance hours	89%	80%	90%	80%

PROGRAMS & SERVICES

Wastewater Treatment (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Millions of gallons of wastewater treated	2,201.6	2,300.0	2,100.0	2,100.0
Average cost per million gallons treated	\$3,613	\$3,300	\$4,000	\$4,000
Chemical cost per million gallons treated (non-recycle water)	\$234	\$210	\$270	\$270
Million gallons of recycle water distributed	330	330	330	330
Chemical cost per million gallons of recycle water distributed	\$300	\$300	\$160	\$160
Tons of Carbonaceous Biochemical Oxygen Demand (CBOD) treated	2,359	2,600	2,300	2,300
Average cost per ton of CBOD treated	\$3,373	\$3,000	\$3,700	\$3,700
Biosolids chemical, hauling, and composting cost per dry ton	\$373	\$350	\$400	\$400
 Gallons of Fats, Oils and Grease (FOG) received at FOG Facility	721469	800000	650000	650000
 Percent of power provided by cogeneration	54%	55%	50%	50%

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PUBLIC WORKS PROGRAMS

Administration - Public Works
Engineering Services
Land Development
Transportation Administration
Roadway Maintenance
Sidewalk Maintenance
Storm Drain Repair & Maintenance
Graffiti Abatement
Traffic Sign & Paint
Traffic Signals
Traffic Engineering
Streets Capital
Street Sweeping
Transportation Planning
Employee Work TRIP
Downtown Parking
Building Maintenance
Electronic Maintenance
Custodial Services
Environmental Compliance
Facilities Capital Program
Fleet Management
Water Resources Management
Water Supply Management
Desalination Facility
Gibraltar Dam
Recycled Water
Water Treatment
Water Distribution
Meter Reading
Water Capital
Water Resources Laboratory
Wastewater Collection
Sewer Lateral Inspection Program
Wastewater Treatment

➤ **Wastewater Capital**



RECENT PROGRAM ACHIEVEMENTS

Completed Concrete
and Piping Repair
Project.

Wastewater Capital (Program No. 4771)

Mission Statement

Expedite development, design, and construction of wastewater related projects that will maintain, upgrade and enhance the infrastructure of the wastewater system in order to meet National Pollutant Discharge Elimination System permit requirements and protect the environment.

Program Activities

- Determine the work required to maintain and upgrade the City's Wastewater Treatment and Collection System infrastructure.
- Develop funding to facilitate the Wastewater Capital Program.
- Coordinate the management of Wastewater Capital Projects with Engineering Division staff.
- Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.
- Monitor and expedite projects in the El Estero Water Resource Center Strategic Plan.

Project Objectives for Fiscal Year 2022

- Complete construction of 2.56 miles of Sewer Main Rehabilitation, Replacement, Spot Repairs, and/or Capacity Improvements in Fiscal Year 2022.
- Begin construction of Digester Cleaning and Piping Replacement project.
- Begin implementation of improvements to Chlorine Contact Chamber.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	0.00	0.00	0.00	0.00
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 288,079	\$ 250,000	\$ 75,167	\$ 95,376	\$ 95,376
Intergovernmental	2,570,781	118,393	-	-	-
Total Revenue	\$ 2,858,860	\$ 368,393	\$ 75,167	\$ 95,376	\$ 95,376
Expenditures					
Capital Program	\$ 5,032,931	\$ 12,592,409	\$ 12,592,408	\$ 5,025,000	\$ 4,990,000
Total Expenditures	\$ 4,938,798	\$ 12,592,409	\$ 12,592,408	\$ 5,025,000	\$ 4,990,000

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DEPARTMENT SUMMARY

Sustainability & Resilience

Support the City's sustainability goals and build local resilience by developing innovative and equitable policy recommendations, implementing cohesive programs, services and, and projects, and fostering a collaborative approach to creating a clean, resilient, and thriving City.

About Sustainability & Resilience

The Sustainability and Resilience Department consists of two divisions: Energy and Climate and Environmental Services. The Department supports the City's sustainability and resilience goals through thoughtful and holistic policy, program and project implementation. The Department also has an administrative program which houses the Director and provides some departmental administrative functions.

The Energy and Climate Division oversees the City's electricity supply through its community choice energy organization, Santa Barbara Clean Energy, and designs and implements policies, programs and projects that reduce local energy use and greenhouse gas emissions, build local resilience in the face of climate change, enhance local energy reliability, and develop community capacity to take climate action.

The Environmental Services Division oversees operations to ensure neighborhood vibrancy, climate resiliency, and solid waste service accountability through two programs. The CleanSB program provides services and programs for illegal dumping, litter abatement, public area trash, code enforcement, and encampment management. The Waste Zero program provides trash and recycling service management, rate setting, business outreach, regulatory compliance, and community education.

Fiscal Year 2022 Budget Highlights

The Sustainability & Resilience Department will be responsible for:

- Launching Santa Barbara Clean Energy service
- Building a local microgrid project at the Granada Garage
- Developing a 5-year Sea Level Rise Adaptation workplan
- Implementing a robust community engagement strategy around SBCE
- Implement new state organics diversion regulations.
- Launch county-wide Food Rescue Network.
- Review solid waste collection system to update services in 2023.
- Implement expanded CleanSB programs.



DEPARTMENT SUMMARY

Sustainability & Resilience Department Financial and Staffing Summary

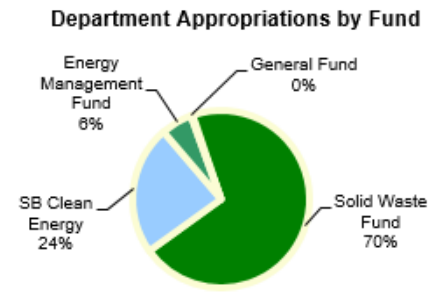
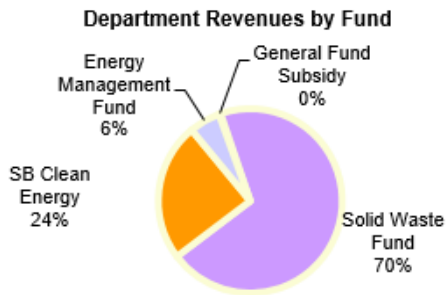
	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	9.71	14.65	14.65	16.15	16.15
Hourly Employee Hours	0	0	0	0	0
Revenues					
Donations	\$ 90,687	\$ 90,187	\$ 93,043	\$ 93,043	\$ 93,043
Fees and Service Charges	27,782,775	34,555,022	28,639,285	42,269,179	57,165,517
Interest Income	54,838	24,600	24,600	23,645	23,340
Inter-fund Reimbursement	2,082,860	4,654,238	2,685,166	2,369,071	2,551,570
Intergovernmental	427,217	23,570	23,145	23,570	23,570
Other Revenue	176,752	588,131	945,352	165,192	165,192
General Fund Subsidy	-	86,612	33,719	158,833	170,120
Total Department Revenue	\$30,615,129	\$40,022,360	\$32,444,310	\$45,102,533	\$60,192,352
Expenditures					
Salaries and Benefits	\$ 1,903,239	\$ 3,075,672	\$ 2,062,128	\$ 2,427,533	\$ 2,521,510
Supplies and Services	25,821,907	33,284,000	27,108,565	38,095,612	53,066,270
Special Projects	992,923	1,339,393	1,100,851	2,337,279	2,611,535
Capital Equipment	-	466,362	412,662	100,000	100,000
Debt Service	81,388	45,440	45,440	70,300	141,300
Non-Capital Equipment	146,154	240,595	116,000	229,000	232,000
Transfers Out	62,047	258,050	258,050	51,946	50,973
Departmental Reductions	-	-	-	(123,037)	-
Total Department Expenditures	\$29,506,338	\$38,709,511	\$31,103,696	\$43,188,633	\$58,723,588

The Administrative Services Department is budgeted in the General Fund and the Information Technology ICS Fund.

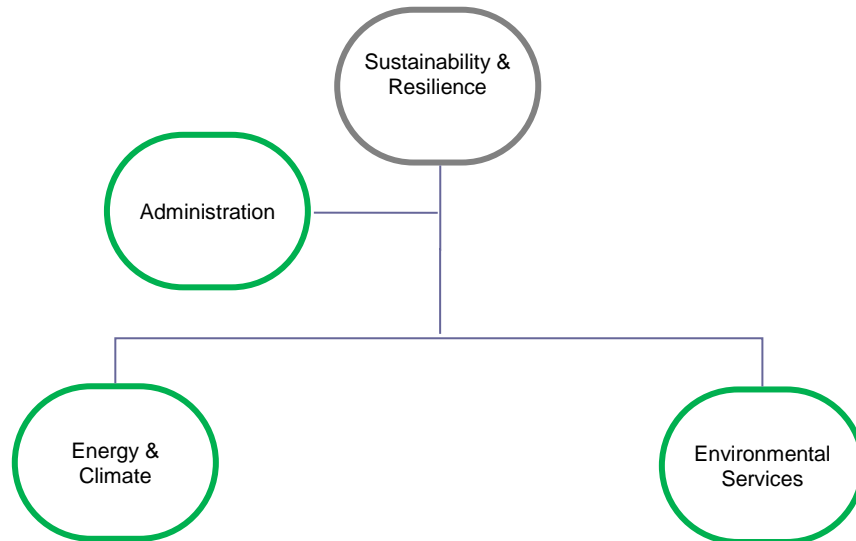


DEPARTMENT SUMMARY

Sustainability & Resilience Department Fund Composition



Organizational Program Chart



SUSTAINABILITY & RESILIENCE

- **Solid Waste**
Energy and Climate
Santa Barbara Clean Energy



RECENT PROGRAM ACHIEVEMENTS

Assessment to recover 20% of edible food, and execution of grant award to expand HHW battery collection to include lawn care and electric scooters/bicycles.

Solid Waste

(Program No. 5541)

Mission Statement

Lead through innovative and proactive solid waste management, minimize landfill disposal through waste prevention and diversion programs while ensuring reliable, efficient collection of materials.

Program Activities

- Implement solid waste programs that protect public health and the environment; remain at the forefront of material management solutions, exceeding minimum compliance with State mandates.
- Develop a cost-effective solid waste management system to allow the City to maintain control of its waste stream.
- Aggressively pursue long-term strategies to maximize waste reduction and prevent landfill disposal.
- Provide equitable, high-value services.
- Ensure exceptional collection, processing, and disposal service, coordinated program implementation, and contract compliance.
- Educate the community for enhanced engagement.
- Collaborate with local environmental groups to amplify program effectiveness.
- Take an active role in regional and state solid waste forums, such as the Multi-Jurisdictional Solid Waste Task Group.
- Advocate for state and federal environmental legislation consistent with local policies.

Project Objectives for Fiscal Year 2022

- Develop a process to evaluate and propose an updated solid waste collection system in preparation for new contractual services and rate system in July 2023, including robust public engagement and input.
- Begin implementation of all elements of SB 1383, including: adoption of organics ordinance, development of organics products procurement policy, launch of food rescue network, and ensure regulated facilities compliance.
- Establish a City facilities materials management audit program and online portal to help City departments improve sustainable purchasing and reduce waste to meet state mandates by June 2022.
- Create an interactive online business portal that will allow businesses to assess their compliance with applicable materials management legislation and obtain resources by December 2021.
- Create a cost effective City facilities Sharps Collection Program which ensures the proper disposal of sharps and increases safety by December 2021.
- Conduct a review of Clean SB programming to identify areas for rapid response for neighborhood improvement projects and opportunities to increase engagement with the community.
- Develop a system to obtain and track procurement records from City departments in order to meet the CalRecycle organic material procurement targets as set forth in California State Law SB-1383 beginning January 2022.
- Develop a system for the United Way's Work for Good pilot program to provide community clean-up work assignments and equipment, and track measurable results. Complete pilot by October 2021.
- Review and improve the encampment data management system by December 2021 to provide regular and comprehensive reporting to the community at least monthly

Solid Waste

(Continue)








Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	8.21	9.95	9.95	10.20	10.20
Hourly Employee Hours	0	0	0	0	0
Revenues					
Donations	\$ 90,687	\$ 90,187	\$ 93,043	\$ 93,043	\$ 93,043
Fees and Service Charges	27,782,775	30,932,022	28,639,285	31,296,595	32,343,253
Interest Income	54,838	24,600	24,600	23,645	23,340
Intergovernmental	414,570	23,570	23,145	23,570	23,570
Other Revenue	\$ 176,752	\$ 160,970	\$ 166,942	\$ 165,192	\$ 165,192
Total Revenue	\$ 28,519,622	\$ 31,231,349	\$ 28,947,015	\$ 31,602,045	\$ 32,648,398
Expenditures					
Salaries and Benefits	\$ 1,314,139	\$ 1,364,296	\$ 1,220,114	\$ 1,524,487	\$ 1,571,686
Supplies and Services	24,603,197	28,097,954	25,485,133	27,078,535	28,254,323
Special Projects	758,925	866,158	830,200	1,450,409	1,450,100
Debt Service	81,388	21,300	21,300	21,300	21,300
Non-Capital Equipment	145,204	240,595	114,000	225,000	230,000
Transfers Out	62,047	258,050	258,050	51,946	50,973
Total Expenditures	\$ 26,964,901	\$ 30,848,353	\$ 27,928,797	\$ 30,351,677	\$ 31,578,382

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Support the launch of a County-wide Food Rescue Network by January 1, 2022, as required by California State Law SB-1383.				
Number of networks in place	N/A	N/A	N/A	1
Achieve at least 75% compliance for regulated commercial facilities through participation in the City's foodscrap program and County-wide food rescue network, as required by California State Law SB-1383.				
Percentage of compliance for facilities	N/A	N/A	N/A	75%
Complete a 4 month pilot program to implement an EcoAmbassador program for Large Residential (5+ Unit) properties to divert foodscrap from landfill disposal at 23 buildings by June 2022.				
Number of pilot programs completed	N/A	N/A	N/A	1
Implement public-facing dashboards and/or maps to improve transparency with the public about Environmental Services program work and accomplishments by June 2022.				
Number of dashboards and/or maps implemented	N/A	N/A	N/A	1
Track compliance by all affected businesses subject to the City's shopping cart ordinance and report annually.				
Percentage of businesses tracked	N/A	N/A	N/A	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Tons of solid waste disposed of at Tajiguas Landfill	105,442	100,000	100,000	100,000
 Tons of mixed recyclables diverted from the Tajiguas Landfill (franchise only)	17,899	20,000	20,000	20,000
 Mixed recyclables diverted from Tajiguas Landfill as a percentage of trash (franchise only)	30.0%	33.0%	33.0%	33.0%
 Tons of greenwaste diverted from the Tajiguas Landfill (franchise only)	16,970	14,000	14,000	14,000
 Greenwaste diverted from Tajiguas Landfill as a percentage of trash disposed (franchise only)	33.0%	28.0%	28.0%	28.0%
 Tons of foodscrap diverted from Tajiguas Landfill	2,931	3,300	3,300	3,300
 Pounds of electronics waste collected at In-City collection	104,396	10,000	10,000	10,000
Number of public trash and recycling containers refurbished and/or replaced.	140	120	120	120

SUSTAINABILITY & RESILIENCE

Solid Waste
Energy and Climate
Santa Barbara Clean Energy



RECENT PROGRAM ACHIEVEMENTS

Some significant recent achievements in the Energy and Climate Program include:

- Creation of On Demand Permitting process for solar systems and some battery storage
- Completion of Energy and Climate website (within the new Sustainability and Resilience website).
- Finalized agreements to build battery storage at Cater Water Treatment Plant and to build a solar array at Fire Station 6.

Energy and Climate

Program No. (4551) (5521)

Mission Statement

Provide energy efficiency and conservation management, energy generation project management, and electric and gas utility coordination for all City departments.

Program Activities

- Provide energy management services for City departments that include energy conservation, renewable energy generation development, and energy and bill payment and auditing.
- Pursue funding opportunities for energy conservation and renewable energy projects.
- Provide technical support and project management for energy conservation and renewable energy projects for all City departments.
- Administer the power purchase agreements for the City's alternative energy generating facilities.
- Identify opportunities for savings, rebates or project funding for energy-related projects.
- Manage the development of the City's Climate Action Plan updates and subsequent implementation of strategies
- Coordinate and support city-wide climate change mitigation and adaptation efforts

PROGRAMS & SERVICES

Project Objectives for Fiscal Year 2022

- 🌱 Complete the installation of a solar array and battery energy storage system at the Granada Garage by June 2022.
- 🌱 Present a draft Climate Action Plan to the Council Sustainability Committee by December 31, 2021.
- 🌱 Develop a draft Electric Vehicle Charging Station Master Plan by June 2022.
- 🌱 Develop On-Demand permitting for Electric Vehicle chargers by June 2022.
- 🌱 Review program opportunities that address natural gas use in existing buildings to identify areas of opportunity for the development of educational resources and incentives by March 2022.
- 🌱 Support the design of the police station as related to the City's Municipal Green Building Policy.
- 🌱 Develop a five-year Sea Level Rise Adaptation implementation plan and work program that will prioritize measures and develop project scopes based on direction provided by the City's adopted Sea Level Rise Adaptation Plan.






Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.50	4.70	4.70	4.10	4.10
Hourly Employee Hours	0	0	0	0	0
Revenues					
Inter-fund Reimbursement	\$ 2,082,860	\$ 2,524,447	\$ 2,160,166	\$ 2,369,071	\$ 2,551,570
Other Revenue	-	427,161	778,410	-	-
Total Revenue	\$ 2,095,506	\$ 2,951,608	\$ 2,938,576	\$ 2,369,071	\$ 2,551,570
Expenditures					
Salaries and Benefits	\$ 589,099	\$ 1,650,922	\$ 833,060	\$ 619,869	\$ 652,140
Supplies and Services	1,218,709	1,519,888	1,323,667	1,717,957	1,763,193
Special Projects	233,997	320,107	157,524	145,870	145,435
Capital Equipment	-	466,362	412,662	100,000	100,000
Debt Service	-	24,140	24,140	-	-
Non-Capital Equipment	950	-	2,000	4,000	2,000
Departmental Reductions	-	-	-	(118,471)	-
Total Expenditures	\$ 2,541,437	\$ 3,981,419	\$ 2,753,053	\$ 2,469,225	\$ 2,662,768


PROGRAMS & SERVICES

Energy and Climate (Continued)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Achieve \$30K in annual energy savings from conservation efforts. Annual savings from energy conservation efforts	\$106,305	\$30,000	\$801,000	\$30,000
 Increase of Renewable Energy in City's Power Mix by 5% annually (1.4 Million kWh) subject to available funding. Percentage of renewable energy in the City's portfolio	1%	5%	1%	5%
 Develop three educational climate videos in Spanish and English. Number of climate videos developed	N/A	N/A	N/A	3
 Implement two Zero Net Energy Roadmap-related projects for energy efficiency. Number of Zero Net Energy Roadmap-related projects implemented	N/A	N/A	N/A	2
 Pursue grant funding opportunities to help fund implementation of energy and or climate-related projects. Number of grant applications submitted	N/A	N/A	N/A	3

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Grant funding applications submitted	4	2	4	2
 Renewable Energy generated by City facilities	4.680573 M	500000	450000	500000

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SUSTAINABILITY & RESILIENCE

- Solid Waste
- Energy and Climate
- Santa Barbara Clean Energy

Santa Barbara Clean Energy (Program No. 5531)

Mission Statement

To procure clean and renewable electricity on behalf of the Santa Barbara Community.

Program Activities

- Administer the City's Community Choice Energy Program, Santa Barbara Clean Energy.
- Represent the City's interests in the California Choice Energy Authority JPA.
- Pursue funding opportunities for energy and climate related programs.
- Manage the Community Choice Energy Council Subcommittee.

Project Objectives for Fiscal Year 2022

- Develop and launch the Santa Barbara Clean Energy Website by September 2021.
- ✔ Launch Santa Barbara Clean Energy Phase 1 (Residential) by October 2021.
- ✔ Launch Santa Barbara Clean Energy Phase 2 (Commercial) by June 2022.
- ✔ Implement extensive, community-wide bilingual outreach and education effort in advance of program launch.






RECENT PROGRAM ACHIEVEMENTS

Execution of banking and administrative agreements and procedures; and development of product branding.


Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	0.00	0.00	0.00	1.10	1.10
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ -	\$ 3,623,000	\$ -	\$ 10,972,584	\$ 24,822,264
Inter-fund Reimbursement	-	2,129,791	525,000	-	-
Total Revenue	\$ -	\$ 5,752,791	\$ 525,000	\$ 10,972,584	\$ 24,822,264
Expenditures					
Salaries and Benefits	\$ -	\$ -	\$ -	\$ 152,590	\$ 160,376
Supplies and Services	-	3,650,000	285,000	9,276,308	23,025,942
Special Projects	-	143,127	103,127	731,000	1,006,000
Debt Service	-	-	-	49,000	120,000
Total Expenditures	\$ -	\$ 3,793,127	\$ 388,127	\$ 10,208,898	\$ 24,312,318

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Provide direct outreach to the top 50 largest electrical customers by February 2022. Number of customers to receive direct outreach	N/A	N/A	N/A	50
 Hold two bilingual public outreach events prior to residential launch by September 2021. Number of bilingual public outreach events held	N/A	N/A	N/A	2
 Hold two bilingual public outreach events prior to commercial launch by February 2022. Number of public outreach events held	N/A	N/A	N/A	2

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
 Number of SBCE customers enrolled	N/A	N/A	N/A	40,000

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DEPARTMENT SUMMARY

Waterfront

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

About Waterfront

The Waterfront Department is responsible for managing approximately 252 acres of tidelands and submerged lands encompassing the Harbor and Stearns Wharf. The Waterfront Department is an enterprise fund and operates from revenues generated from the resources it manages; primarily lease revenue, slip fees, and parking fees.

There are a total of 1,143 slips in the Harbor, about 10% of which are used by commercial fishermen and 90% by recreational boaters and others that are all subject to slip permits. The Harbor business/commercial area includes nine major buildings, all of which are owned by the City, including the Waterfront Center, the largest building in the area.

While the Harbor area is a mixture of ocean-dependent, ocean-related, and visitor-serving uses, the Wharf's primary commercial uses include restaurants, retail shops, a bait and tackle store, and limited office space.

The Waterfront Department also operates eight parking lots along Cabrillo Boulevard between Leadbetter Beach and East Beach.

Fiscal Year 2022 Budget Highlights

- The Waterfront Department will begin setting aside funding annually, beginning with Fiscal Year 2022 (\$100,000) for future planning and projects related to the impacts of Sea Level Rise.





DEPARTMENT SUMMARY

Waterfront

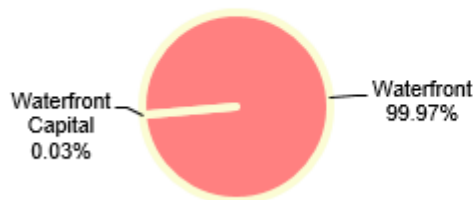
Department Financial and Staffing Summary

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	47.00	48.13	48.13	47.13	47.13
Hourly Employee Hours	44,004	50,894	50,882	53,358	53,358
Revenues					
Fees and Service Charges	\$ 9,137,759	\$ 9,231,248	\$ 9,275,420	\$ 9,909,164	\$ 10,169,050
Grants	33	-	-	-	-
Interest Income	312,964	224,800	123,000	89,945	89,240
Lease Income	5,077,768	4,737,897	3,805,000	5,030,000	5,547,816
Other Revenue	413,113	227,345	142,506	629,892	640,490
Total Department Revenue	\$14,941,637	\$14,421,290	\$ 13,345,926	\$ 15,659,001	\$ 16,446,596
Expenditures					
Salaries and Benefits	\$ 7,051,861	\$ 7,404,058	\$ 6,373,215	\$ 7,707,953	\$ 7,937,701
Supplies and Services	4,483,965	5,101,917	4,534,114	5,282,989	5,504,070
Special Projects	346,476	195,762	194,965	180,301	181,438
Capital Equipment	-	46,044	7,500	7,500	7,500
Debt Service	752,558	2,044,842	2,044,842	2,040,875	2,039,340
Non-Capital Equipment	135,104	179,391	177,010	131,370	133,047
Transfers Out	3,511,485	16,243	16,243	9,414	4,706
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Operating Expenditures	\$16,281,448	\$15,088,257	\$ 13,347,889	\$ 15,460,402	\$ 15,907,802
Capital Revenues	\$ 30,613	\$ 102,683	\$ 182,783	\$ 4,745	\$ 4,740
Capital Program	1,079,002	3,249,471	2,441,902	1,400,000	1,025,000
Total Department Expenditures	\$17,360,450	\$18,337,728	\$ 15,789,791	\$ 16,860,402	\$ 16,932,802
Addition to (Use of) Reserves	\$ (2,388,200)	\$ (3,813,755)	\$ (2,261,082)	\$ (1,196,656)	\$ (481,466)

The Waterfront Department is budgeted in the Waterfront Fund.

Department Fund Composition

Department Revenues by Fund



Department Appropriations by Fund

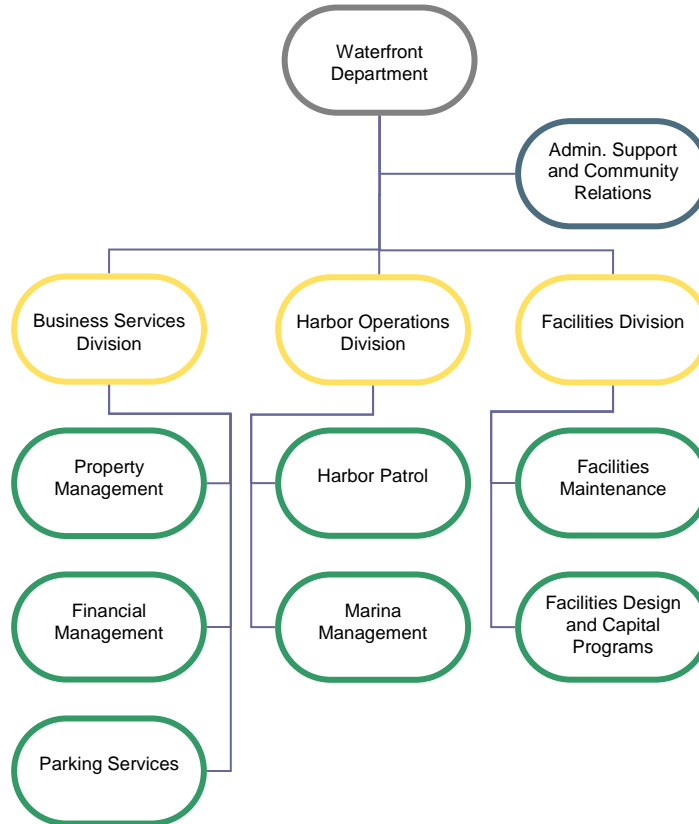




DEPARTMENT SUMMARY

Waterfront

Program Organization Chart



WATERFRONT PROGRAMS

- Administrative Support and Community Relations
 - Property Management
 - Financial Management
 - Parking Services
 - Harbor Patrol
 - Marina Management
 - Facilities Design and Capital Program
 - Facilities Maintenance

Administrative Support and Community Relations

(Program No. 8111)

Mission Statement

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating activities.

Program Activities

- Provide overall direction for the Waterfront Department.
- Provide information about the department and special events in the Waterfront to the public.
- Provide staff support to the Harbor Commission.
- Provide representation before local, state, and federal agencies.
- Continue a comprehensive public information and community relations program that includes sponsored Waterfront events, published department communications, Navy and cruise ship visits, and sponsored public/media meetings.

Project Objectives for Fiscal Year 2022

- Conduct cruise ship passenger fee survey.



RECENT PROGRAM ACHIEVEMENTS

Converted Waterfront newsletter, Docklines, from paper-based to digitally-based.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	5.60	5.73	5.73	5.73	5.73
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 1,176,189	\$ 844,825	\$ 858,145	\$ 954,456	\$ 974,709
Supplies and Services	1,406,909	1,500,832	1,440,917	1,600,682	1,715,233
Special Projects	213,122	1,597	800	61,636	60,400
Debt Service	2,513	2,650	2,650	2,375	2,375
Non-Capital Equipment	22,887	45,051	46,500	61,010	61,530
Transfers Out	10,226	16,243	16,243	9,414	4,706
Appropriated Reserve	-	100,000	-	100,000	100,000
Total Expenditures	\$ 2,831,846	\$ 2,511,198	\$ 2,365,255	\$ 2,789,573	\$ 2,918,953

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure Department program objectives are achieved.				
Percent of department performance objectives achieved	81%	85%	85%	85%
Communicate harbor news and information with boating public through DockLines newsletter.				
Number of newsletters published by deadline	3	3	3	3
Share Waterfront news, updates, and events with community.				
Number of City News in Brief articles submitted	13	16	12	15
Ensure Waterfront staff are prepared to respond to public and/or staff emergency needs.				
Percentage of Waterfront permanent staff and Parking Lead staff who are CPR certified	89%	80%	80%	80%
Support Waterfront businesses and encourage visitation by coordinating and supporting public events.				
City-sponsored events coordinated	7	8	3	6

Administrative Support and Community Relations (Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Film shoots processed	19	20	15	15
Cruise ship passengers served	26,390	45,000	9,000	90,000
Harbor Commission meetings held	9	9	9	9
Merchant Associations meetings attended	3	7	0	4
Media contacts (responded to or made)	27	25	25	25
Department press releases issued	8	8	4	6
Presentations to other agencies conducted	2	2	1	2
Inter-Agency meetings attended (Local, State, and Federal)	5	20	10	10
Professional organization meetings and events attended	4	6	6	6

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations

➤ **Property Management**

Financial Management

Parking Services

Harbor Patrol

Marina Management

Facilities Design and Capital

Program

Facilities Maintenance

Property Management (Program No. 8112)

Mission Statement

Manage Waterfront leases, ensuring that the public receives a high level of service and the department receives market value rents.

Program Activities

- Administer leases and other business agreements.
- Negotiate agreements with new and existing tenants on Stearns Wharf and in the Harbor commercial area.
- Ensure tenants receive the services entitled under their agreements.
- Support Wharf Merchants Association by monitoring number of pedestrians entering Stearns Wharf via a thermal imaging system. Compile data monthly and provide to Wharf Merchants Association.

Project Objectives for Fiscal Year 2022

- Develop and refine a marketing campaign and budget for Wharf and Harbor Merchants that maximizes exposure of Wharf and Harbor both locally and regionally.
- Work with Tenants to adopt and promote environmentally sound business practices including Green Business Certification.
- Assist Waterfront Department Tenants with economic recovery efforts in response to the COVID-19 pandemic.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.55	1.55	1.55	1.55	1.55
Hourly Employee Hours	0	0	0	0	0
Revenues					
Fees and Service Charges	\$ 43,688	\$ 38,531	\$ 45,000	\$ 39,302	\$ 40,088
Lease Income	5,077,768	4,737,897	3,805,000	5,030,000	5,547,816
Other Revenue	267,122	74,285	25,000	475,771	485,286
Total Revenue	\$ 5,388,578	\$ 4,850,713	\$ 3,875,000	\$ 5,545,073	\$ 6,073,190
Expenditures					
Salaries and Benefits	\$ 231,211	\$ 244,579	\$ 243,783	\$ 261,473	\$ 267,172
Supplies and Services	181,506	265,650	95,092	182,309	242,756
Total Expenditures	\$ 412,717	\$ 510,229	\$ 338,875	\$ 443,782	\$ 509,928

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Support tenants' sales through department funded marketing and promotions.				
Total marketing expenditures	\$58,823	\$80,000	\$25,000	\$80,000
Renew Business Activities Permits (BAPs) by September 1, 2020.				
Percent of BAPs renewed by September 1	94%	94%	94%	94%
Collect base rents by due date in lease.				
Percent of base rents collected	80%	95%	50%	95%
Maintain accurate sales reporting by auditing percentage rent leases annually.				
Percentage rent leases audited	25%	25%	20%	25%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Business Activity Permits managed	71	70	70	70
Business Activity Permits renewed by September 1	68	65	65	65
Lease contracts managed	61	61	61	61
Monitor number of pedestrians entering Stearns Wharf via thermal imaging system and provide data to Wharf Merchants Association.	649,214	795,000	795,000	795,000

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
➤ **Financial Management**
Parking Services
Harbor Patrol
Marina Management
Facilities Design and Capital
Program
Facilities Maintenance



RECENT PROGRAM ACHIEVEMENTS

Half of all tenants and slip permittees are now participating in e-statements and on-line payment methods.

Financial Management (Program No. 8113)

Mission Statement

Support the Waterfront Department by staying within budget and processing revenue and expenditures accurately.

Program Activities

- Prepare financial plan for department revenues and expenditures.
- Approve and facilitate payment of department expenses.
- Receive and process fees collected by department.
- Monitor and analyze department revenues and expenses.
- Ensure department expenditures are within budget.
- Accurately prepare and send out approximately 13,000 slip/tenant billing statements per year.
- Maintain approximately 500 monthly ACH accounts to facilitate automatic payments.
- Send out approximately 320 e-statements per month.
- Maintain all aspects of point-of-sale system.
- Maintain all aspects of accounts receivable system.
- Bill Slipholders for utilities.

Project Objectives for Fiscal Year 2022

- Assist in selection and implementation of a new marina management software system.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	1.75	1.75	1.75	1.75	1.75
Hourly Employee Hours	0	0	0	0	0
Revenues					
Interest Income	\$ 312,964	\$ 224,800	\$ 123,000	\$ 89,945	\$ 89,240
Total Revenue	\$ 312,964	\$ 224,800	\$ 123,000	\$ 89,945	\$ 89,240
Expenditures					
Salaries and Benefits	\$ 231,525	\$ 242,643	\$ 236,081	\$ 261,395	\$ 269,330
Supplies and Services	144,658	237,748	203,869	243,169	248,336
Total Expenditures	\$ 376,183	\$ 480,391	\$ 439,950	\$ 504,564	\$ 517,666

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Encourage slipholders and tenants to sign up for e-statements and alternative payment mechanisms to improve staff efficiency, cost savings, and waste generation.				
Percent of total billing accounts utilizing alternative payment methods	48%	50%	50%	60%
Ensure that Business Office cash drawers are balanced daily.				
Percentage of cash drawers balanced daily	100%	99%	99%	99%
Provide systems maintenance and operational upkeep of Total Marina Management software program.				
Percentage of time Marina Management software system is up and running.	N/A	95%	95%	95%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Percent of total statements sent as e-statements	31%	32%	42%	50%

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management

➤ **Parking Services**

Harbor Patrol
Marina Management
Facilities Design and Capital
Program
Facilities Maintenance

Parking Services (Program No. 8121)

Mission Statement

Provide competitively priced parking that is convenient, clean, and meets the needs of the community and its visitors.

Program Activities

- Staff and operate 8 parking lots throughout the Waterfront area.
- Monitor and collect revenue at 6 Self-Pay parking lots.
- Staff and operate one 24-hour parking lot 365 days per year.
- Ensure daily audit procedures are being followed.
- Support various special events in public parking lots.
- Maintain active outreach and marketing program to promote the sale of annual Waterfront parking permits.



RECENT PROGRAM ACHIEVEMENTS

Implementation and enforcement of Waterfront Parking Permit Ordinance has resulted in substantially increased public parking availability in Waterfront Parking Lots.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	3.10	4.10	4.10	4.10	4.10
Hourly Employee Hours	27,859	31,498	31,486	31,498	31,498
Revenues					
Fees and Service Charges	\$ 2,467,188	\$ 2,788,934	\$ 2,510,041	\$ 2,999,109	\$ 3,059,092
Other Revenue	(87)	-	-	-	-
Total Revenue	\$ 2,467,102	\$ 2,788,934	\$ 2,510,041	\$ 2,999,109	\$ 3,059,092
Expenditures					
Salaries and Benefits	\$ 769,483	\$ 927,671	\$ 651,151	\$ 971,010	\$ 990,429
Supplies and Services	177,470	268,557	183,223	220,573	225,182
Non-Capital Equipment	75,440	95,179	90,000	25,000	25,500
Total Expenditures	\$ 1,022,393	\$ 1,291,407	\$ 924,374	\$ 1,216,583	\$ 1,241,111

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Ensure annual parking permit revenue of at least \$575,000.				
Total permit revenue	\$504,479	\$575,000	\$517,670	\$600,000
Maintain an annual operating expense of not more than 40% of revenue collected.				
Operating expense as a percentage of revenue collected	43%	40%	40%	40%
Return customer phone calls within the first 24 hours.				
Percent of phone calls returned within 24 hours	100%	95%	95%	95%
Respond to parking equipment maintenance issues within 30 minutes of notification in order to effectively serve the public.				
Percent of maintenance issues responded to within 30 minutes	100%	95%	95%	95%
Maintain a high standard of customer service by holding at least one Waterfront Parking staff training meeting each quarter.				
Number of trainings held	7	4	5	4

PROGRAMS & SERVICES

Parking Services (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Accuracy rate of cash drawers	99%	99%	99%	99%
Wharf entry tickets distributed	231,657	270,000	264,760	280,000
Harbor entry tickets distributed	131,481	155,000	151,600	160,000
Boat trailer entry tickets distributed	4909	9700	9306	9700
Self-pay lot transactions	235,466	275,000	225,000	275,000
Number of collection fee notices issued in self-pay lots	5,665	7,000	7,000	8,000
Number of special events supported	83	170	0	100

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services

- **Harbor Patrol**
Marina Management
Facilities Design and Capital
Program
Facilities Maintenance

Harbor Patrol

(Program No. 8131)

Mission Statement

Harbor Patrol's primary duty is to enforce laws on land and water to facilitate the safe and orderly use of the Waterfront area. Other public safety duties include emergency medical care, boating education, ocean response and rescue, and emergency fire response services.

Program Activities

- Provide emergency response 7 days a week, 24 hours a day within the Waterfront jurisdiction.
- Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.
- Enforce State and local laws.
- Coordinate operations with U.S. Coast Guard, Santa Barbara Police, Santa Barbara City Fire, Santa Barbara County Fire, County Sheriff, California Department of Fish and Wildlife, Maritime Coordination Center, and U.S. Navy.
- Provide search and rescue, towing and dewatering service to ocean users.
- Provide fire prevention and response services.

Project Objectives for Fiscal Year 2022

- Provide guidance and design consultation for Patrol Boat 3 replacement.



RECENT PROGRAM ACHIEVEMENTS

To increase security at the harbor, the Waterfront upgraded an antiquated security video system with Pan, Tilt, Zoom (PTZ) and thermal imaging capabilities.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	12.50	12.50	12.50	12.50	12.50
Hourly Employee Hours	4,131	4,732	4,732	4,800	4,800
Expenditures					
Salaries and Benefits	\$ 2,133,740	\$ 2,464,822	\$ 2,108,449	\$ 2,528,595	\$ 2,614,911
Supplies and Services	122,040	171,014	147,368	169,119	166,310
Special Projects	112,949	116,338	116,338	118,665	121,038
Non-Capital Equipment	25,287	17,510	17,510	17,860	18,217
Total Expenditures	\$ 2,425,658	\$ 2,769,684	\$ 2,389,665	\$ 2,834,239	\$ 2,920,476

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Respond to in-harbor emergencies within five minutes.				
Percent of five-minute response times	100%	96%	96%	95%
Achieve an average of 80 training hours per Harbor Patrol Officer, including all required Risk Management Safety Training.				
Average training hours per officer	80	80	65	80
Enhance public relations by conducting class tours, media interviews, or other public relations.				
Number of class tours or public relations events and contacts.	28	25	25	25
Perform motor patrols of Waterfront district.				
Motor patrols	2,349	2,500	2,500	2,500
Perform foot patrols throughout Waterfront.				
Foot patrols	3,394	3,200	3,000	3,000
Perform boat patrols in Waterfront jurisdiction.				
Boat patrols	1,562	1,600	1,500	1,500
Coordinate joint-agency response drills in the harbor.				
Joint agency drills conducted.	7	4	2	4

PROGRAMS & SERVICES

Harbor Patrol

(Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Calls for service	1,882	2,000	2,000	2,000
Emergency responses inside of harbor (tows not included)	147	120	120	120
Emergency responses outside of harbor (tows not included)	97	100	100	95
Emergency vessel tows	88	100	100	80
Non-emergency (courtesy) vessel tows	238	200	200	200
Marine sanitation device inspections	546	750	250	500
Enforcement contacts	1,882	2,250	2,250	2,250
Arrests	102	160	160	160
Parking citations	716	700	700	700
Medical emergency responses	161	150	150	150
Fire Service emergency responses	13	6	6	6
Marine mammal rescues	10	10	10	10
Bird rescues	6	5	5	5
Hours lost due to injury	0	410	410	300

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol

➤ **Marina Management**
Facilities Design and Capital
Program
Facilities Maintenance

Marina Management (Program No. 8141)

Mission Statement

Efficiently manage and administer full professional services to the boating public, harbor users, slip permittees, fishermen, visitors and the community at large.

Program Activities

- Manage a 1,143-slip marina and associated facilities.
- Coordinate Waterfront events including Parade of Lights, Harbor & Seafood Festival, Fourth of July, cruise ship visits, and U.S. Navy ship visits.
- Pursue measures and undertake activities directed at maintaining a clean ocean environment in the Harbor.
- Measure vessels, facilitate slip assignments and slip transfers, and accommodate visitors.
- Administer permit process for skiffs, catamarans, outrigger canoes, and small sailboats.
- Maintain office space and staff to facilitate services to the boating public, harbor users, and visitors.
- Support Clean Marina Program by conducting annual seafloor debris clean-up (Operation Clean Sweep Event).
- Accommodate cruise ship visits by working with cruise ship lines, government agencies, and community hospitality organizations.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.50	2.50	2.50	2.50	2.50
Hourly Employee Hours	915	0	0	250	250
Revenues					
Fees and Service Charges	\$ 6,626,883	\$ 6,403,783	\$ 6,720,379	\$ 6,870,753	\$ 7,069,870
Grants	33	-	-	-	-
Other Revenue	146,077	153,060	117,506	154,121	155,204
Total Revenue	\$ 6,772,993	\$ 6,556,843	\$ 6,837,885	\$ 7,024,874	\$ 7,225,074
Expenditures					
Salaries and Benefits	\$ 186,293	\$ 253,585	\$ 233,642	\$ 309,571	\$ 321,987
Supplies and Services	58,127	91,935	58,931	96,120	73,289
Capital Equipment	-	46,044	7,500	7,500	7,500
Total Expenditures	\$ 244,420	\$ 391,564	\$ 300,073	\$ 413,191	\$ 402,776

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Process slip trades, transfers, live-aboard permits or wait-list assignments within 10 working days of application completion or notice of acceptance (wait-list, live-aboard permits).				
Percent of trades, permits and assignments processed within ten days	49%	90%	80%	90%
Process visitor slip assignments within 15 minutes of vessel arrival at the harbor.				
Percent of visitor slip assignments processed within 15 minutes.	100%	96%	96%	95%
Disseminate information on clean marina practices to boaters in Santa Barbara Harbor via articles in department newsletter, DockLines.				
Number of clean marina articles shared	4	3	3	3
Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.				
Prepare an annual Marina Fee Survey for the fiscal year budget cycle, which includes Santa Barbara Harbor and other California marinas between Santa Cruz and Oceanside.		1	1	1

PROGRAMS & SERVICES

Marina Management (Continued)

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Slip permit trades and transfers. Slip permit waitlist and liveaboard assignments.	167	175	175	175
Visitor slip occupancy days per year	22,393	15,000	15,000	15,000
Vessels aground or sunk in City waters	7	5	5	5
Cost to dispose of vessels grounded or sunk in City waters.	\$9,952	\$10,000	\$10,000	\$10,000
West Beach permits issued	39	55	55	55
Catamaran permits issued	32	40	40	40

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WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management

➤ **Facilities Design and Capital
Program**
Facilities Maintenance

Facilities Design and Capital Program (Program No. 8161)

Mission Statement

Plan, design and execute needed construction and repair activities for Waterfront Facilities.

Program Activities

- Plan and design construction projects for Waterfront facilities in the Harbor, Stearns Wharf, and Waterfront parking lots.
- Develop contract specifications for Waterfront facility projects
- Manage capital improvement projects including inspection, scheduling and public notification.
- Coordinate with Public Works and Purchasing staff in the bid, award, and inspection of Waterfront Capital Projects.
- Act as department liaison for the annual Corps of Engineers' Federal Channel Dredging to ensure the navigation channel is dredged to allow safe vessel transit in and out of the Harbor.

Project Objectives for Fiscal Year 2022

- Prepare evaluation of Ice House, develop replacement or renovation alternatives and construct improvements.
- Upgrade lighting in Harbor Main Parking Lot
- Replace Accommodation Dock Gangway with ADA compliant ramp
- Ensure all Waterfront capital projects and major maintenance projects account for the impacts of sea-level rise. Assist with implementation of the Sea-Level Rise Adaptation Program through participation in the Sea-Level Rise Interdepartmental Team and oth



RECENT PROGRAM ACHIEVEMENTS

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	2.50	2.50	2.50	2.50	2.50
Hourly Employee Hours	0	0	0	0	0
Expenditures					
Salaries and Benefits	\$ 287,223	\$ 304,726	\$ 162,583	\$ 321,231	\$ 335,810
Supplies and Services	7,547	20,276	9,748	25,745	26,705
Special Projects	20,405	77,827	77,827	-	-
Debt Service	750,046	2,042,192	2,042,192	2,038,500	2,036,965
Transfers Out	3,456,613	-	-	-	-
Total Expenditures	\$ 4,521,834	\$ 2,445,021	\$ 2,292,350	\$ 2,385,476	\$ 2,399,480
Capital Revenues	\$ 30,613	\$ 102,683	\$ 182,783	\$ 4,745	\$ 4,740
Capital Program	1,079,002	3,249,471	2,441,902	1,400,000	1,025,000
Addition to (Use of) Reserves	\$ (5,570,223)	\$ (5,591,809)	\$ (4,551,469)	\$ (3,780,731)	\$ (3,419,740)

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Complete minor capital projects per Waterfront plan				
Percent of minor capital projects completed on schedule	71%	80%	80%	80%
Complete minor capital projects that are constructed under \$100,000 according to the approved budget.				
Percent of minor capital projects within budget	86%	80%	80%	80%
Comply with regulatory requirements pertaining to project development, environmental monitoring, and maintenance activities.				
Percent of compliance with permit conditions.	100%	100%	100%	100%

Other Program Measures

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Total estimated value of major capital projects planned for fiscal year.	\$2 M	\$2 M	\$3 M	\$2 M
Total estimated number of major capital projects planned for fiscal year.	8	24	22	13

WATERFRONT PROGRAMS

Administrative Support and
Community Relations
Property Management
Financial Management
Parking Services
Harbor Patrol
Marina Management
Facilities Design and Capital
Program

➤ **Facilities Maintenance**

Facilities Maintenance

(Program No. 8151, 8152)

Mission Statement

Provide clean and safe commercial and recreational facilities for tenants and visitors at the Harbor and Stearns Wharf.

Program Activities

- Maintain and repair the Harbor, Stearns Wharf and Waterfront parking lots, including buildings, ocean structures, pavement, utilities, vessels, and equipment.
- Use tracking system to analyze preventive maintenance program effectiveness.

Project Objectives for Fiscal Year 2022

- Update inventory of Stearns Wharf heavy timber.



RECENT PROGRAM ACHIEVEMENTS

Installed fiberglass jackets on 11 Wharf piles to protect and extend their useful life.

Financial and Staffing Information

	Actual FY 2020	Amended FY 2021	Projected FY 2021	Adopted FY 2022	Proposed FY 2023
Authorized Positions	17.50	17.50	17.50	16.50	16.50
Hourly Employee Hours	11,098	14,664	14,664	16,810	16,810
Expenditures					
Salaries and Benefits	\$ 2,036,197	\$ 2,121,207	\$ 1,879,381	\$ 2,100,222	\$ 2,163,353
Supplies and Services	2,385,707	2,545,905	2,394,966	2,745,272	2,806,259
Non-Capital Equipment	11,490	21,651	23,000	27,500	27,800
Transfers Out	13,004	-	-	-	-
Total Expenditures	\$ 4,446,398	\$ 4,688,763	\$ 4,297,347	\$ 4,872,994	\$ 4,997,412

Measurable Objectives for Fiscal Year 2022

	Actual FY 2020	Budget FY 2021	Projected FY 2021	Proposed FY 2022
Maximize in-service days for the Harbor Patrol fleet through preventative maintenance and services.				
Percent of in-service days for Harbor Patrol fleet (PB1, PB2 and PB3)	98%	85%	85%	95%
Maximize in-service days for the Ice House through facility upgrades and preventative maintenance.				
Percent of in-service days for Ice House	93%	90%	90%	90%
Inspect wooden piles on Stearns Wharf.				
Number of wooden piles inspected.	529	500	500	500
Meet required annual safety training hours.				
Average number of training hours per staff member.	28	24	24	24
Install fiberglass pile jacket to extend the life of wooden piles.				
Install fiberglass pile jackets with epoxy grout.	11	10	10	10
Replace Marina dock fingers				
Replace Marina dock fingers	8	10	10	10

PROGRAMS & SERVICES

Facilities Maintenance

(Continued)

Other Program Measures

	Actual	Budget	Projected	Proposed
	FY 2020	FY 2021	FY 2021	FY 2022
Work orders/tasks completed	2,394	2,000	2,000	2,500
Track labor and materials costs for inspection, repair, and maintenance of Ice House	\$51,898	\$60,000		\$70,000
Labor hours of preventative maintenance tasks	1,150	2,500	1,250	1,250
Track labor and materials for inspection, repair, and maintenance of Stearns Wharf sewer system.	\$31,073	\$25,000	\$25,000	\$30,000
Track installation costs for Stearns Wharf epoxy piles.	\$7,500	\$9,700	\$9,700	\$12,000
Labor cost for vessel maintenance	\$57,556	\$55,000	\$55,000	\$55,000
Labor hours for holiday and special events	1,042	1,400	0	1,400
Track labor hours of wooden finger replacement in marinas	517	500	500	500

APPENDIX: Description of Funds

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts, segregated for the purpose of carrying on specific activities, or complying with special regulations, restrictions, or limitations. The following provides a description of all accounting funds used by the City of Santa Barbara, including those for which a budget is not adopted.

GOVERNMENTAL FUNDS

The measurement focus for governmental funds is on current spendable resources, and as such, the balance sheets for these types of funds include only current assets and current liabilities. Governmental funds are accounted for on a modified accrual basis, thus revenues are recognized when measurable and available, and expenditures are recorded when the related liability is incurred.

General Fund

The City's General Fund accounts for activities and services traditionally associated with governments, such as police and fire, which are financed primarily through tax-generated revenues and not required to be accounted for in another fund.

Special Revenue Funds

Special revenue funds are used to account for the proceeds from specific revenue sources, other than trusts or major capital projects that are legally or contractually restricted to expenditures for specific purposes.

FEMA Reimbursement Fund

For costs incurred as a result of the federally or state declared disasters for storms and wildfires from July 2007 to May 2009, and the two federally declared disasters from the January and February 2017 winter storms.

Affordable Housing Fund

For affordable housing financial activity of the City. This includes monitoring low and moderate income housing covenants and accounting for payments on outstanding housing loans. Revenues are derived from principal and interest payments made by loan receipts.

Community Development Block Grant Fund

For receipt and disbursement of the City's federal block grant funds.

County Library

For funds received and expended for library services on behalf of Santa Barbara County (non-City) residents.

Creeks Restoration and Water Quality Improvement (Measure B) Fund

For the receipt and disbursement of the creeks-related share of transient occupancy tax (2%), generated by the passage of Measure B in October 2000. These funds may only be used for operations and capital projects related to creeks restoration, cleanup and maintenance, and for creeks- and ocean-water quality improvement projects and activities.

Permanent Local Housing Allocation (PLHA) Fund

For the operational costs associated with the PLHA five-year plan approved by City Council on July 21, 2020.

HOME Grant Fund

For receipt and disbursement of federal HOME Investment Partnership Program funds which facilitate the development of affordable housing projects in the City.

Justice Assistance Grant Fund

APPENDIX: Description of Funds

For receipt and disbursement of federal Edward Byrne Memorial Justice Assistance Grant Program funds to support crime control and prevention.

Miscellaneous Grants Fund

For resources received from various granting agencies.

Police Asset Forfeiture and Grants Fund

For assets confiscated by police special operations and restricted for use in support of police operations and miscellaneous grants.

Police CAR-RMS Fund

For the multi-jurisdictional Compute Aided Dispatch (CAD) and Records Management System (RMS). For receipt of funds from participating agencies to share the cost of the use for the systems.

Police Local Law Enforcement Block Grant Fund

For Federal grants funds received for local law enforcement activities.

Police Supplemental Law Enforcement Fund

For State voter-approved funds (AB 3229), restricted to public safety and law enforcement.

Redevelopment Obligation Retirement Fund

For the costs of retiring existing Redevelopment Agency obligations with the elimination of the Redevelopment Agency on January 31, 2012.

Solid Waste Fund

For City operations related to solid waste in support of State AB 939.

Streets

For receipt and disbursement of streets-restricted utility users' tax for activities related to streets and roads. Fifty percent of the City's utility users' tax is restricted for this purpose.

Street Sweeping Fund

For receipt and disbursement of street sweeping parking violations revenue in connection with the City's Consolidated Clean Sweep Program which provides for sweeping of City streets in both commercial and residential neighborhoods.

Traffic Safety Fund

For receipt of fines collected pursuant to the California Vehicle Code. The State of California Government Code restricts use of these funds to traffic control devices, equipment and supplies related to traffic control or traffic safety, and maintenance of public streets. The funds may not be used to pay compensation to traffic or police officers.

Transportation Development Act Fund

For receipt and disbursement of the City's share of gasoline sales tax and Transportation Development Act of 1971. These funds may be used only for capital projects pertaining to streets, roads and bikeways.

Transportation Sales Tax (Measure A) Fund

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure A was approved by the voters of Santa Barbara County in an election held on November 4, 2008. The tax became effective on April 1, 2010.

Wildland Fire Suppression Fund

For funds received and expended for wildland fire suppression.

APPENDIX: Description of Funds

Debt Service Funds

Debt service funds are used to account for debt service expenditures on general long-term debt.

2002 Municipal Refunding Certificates of Participation

For the accumulation of funds for the payment of the General Fund's portion of the 2002 municipal improvement certificates of participation. These certificates mature in annual installments of \$247,500 to \$339,900, with final maturity in 2017.

2001 Redevelopment Agency Tax Allocation Bonds – Series 2001A

For the accumulation of funds for the payment of the 2001 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from \$2,895,000 to \$4,340,000 through 2019.

2003 Redevelopment Agency Tax Allocation Bonds – Series 2003A

For the accumulation of funds for the payment of the 2003 Redevelopment Tax Allocation Refunding Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from \$1,920,000 to \$2,835,000 through 2019.

2004 Redevelopment Agency Tax Allocation Housing Bonds – Series 2004A

For the accumulation of funds for the payment of the 2004 Redevelopment Tax Allocation Housing Bonds, Series A. These bonds mature in annual principal installments on serial bonds ranging from \$470,000 to \$620,000 through 2018.

1994 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 1994 Water Revenue Refunding Serial Bonds. These bonds mature in annual principal installments of \$560,000 to \$720,000 through 2014.

2004 Sewer Revenue Bonds

For the accumulation of funds for the payment of the 2004 Sewer Revenue Bonds. These bonds mature in annual installments of \$580,000 to \$1,290,000 through 2029.

2009 Airport Revenue Bonds

For the accumulation of funds for the payment of the 2009 Airport Revenue Bonds. These bonds mature in annual principal installments of \$865,000 to \$2,995,000 through 2039.

2013 Water Refunding Revenue Bonds

For the accumulation of funds for the payment of the 2013 Water Certificates of Participation that refunded the outstanding City of Santa Barbara 2002 Certificates and decreased a Safe Drinking Water State Revolving Fund loan. These bonds mature in annual installments of \$1,360,000 to \$2,055,000 through 2026.

Capital Projects Funds

Capital projects funds are used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds).

Capital Outlay Fund

For all capital projects financed by the General Fund.

Measure C Capital Fund

For all capital projects financed by the Measure C sales tax revenue.

APPENDIX: Description of Funds

PROPRIETARY FUNDS

Proprietary funds account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other city departments (internal users), and the costs are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

Enterprise Funds

Enterprise funds are used to report activities for which service charges or fees are charged to external users. Enterprise funds are financed and operated in a manner similar to private sector enterprises.

Airport Fund

For operations of the municipal airport and the administration of leases on airport property. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Downtown Parking Fund

For the provision of parking services in the downtown area of the City. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Golf Fund

For the operation of a municipal golf course. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Santa Barbara Clean Energy Fund

For the administration of the Santa Barbara Community Choice Energy program. This fund procures electricity for all enrolled customers.

Wastewater Fund

For the provision of sewer services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Water Fund

For the provision of water services to the residents of the City and some residents of the County. All activities necessary to provide such services are accounted for in this fund, including, but not limited to, administration, operations, maintenance, capital acquisition and construction, financing and related debt service, and the billing and collection of fees.

Waterfront Fund

For the operations of the City-managed waterfront, the assets of which are part of the State of California Tideland Trust. Operations include: (1) a public wharf providing facilities for, and services to, leaseholders, restaurants, retail shops and other recreational activities; (2) a small watercraft harbor for commercial fishing, tour and privately-owned boats; and (3) the operation of all parking facilities in the waterfront area.

Internal Service Funds

Internal service funds are used to report activities for which service charges or fees are charged to internal users. These funds are used to account for the financing of goods or services provided by one City department to other City departments on a cost reimbursement basis.

Energy Management Fund

APPENDIX: Description of Funds

For the costs of operating citywide energy conservation operations. Also includes the capital project costs of energy efficient capital projects.

Facilities Management Fund

For the costs of operating citywide building maintenance, custodial, electronics maintenance, and operations. Also includes the capital project costs of renewing City facilities.

Fire Equipment Replacement Fund

To accumulate monies for the scheduled replacement of small equipment in the Fire department.

Fleet Management Fund

For the costs of operating a City maintenance facility for automobiles and other vehicles used by all City departments. Also includes the costs of scheduled replacement of the City's vehicle fleet.

Police Equipment Replacement Fund

To accumulate monies for the scheduled replacement of small equipment in the Police department.

Self-Insurance Fund

For the cost of providing workers' compensation, unemployment, liability and employee health insurance coverage on a citywide basis.

Information Systems Fund

For the costs of the Information Systems operations for citywide computer and network maintenance and replacement.

Post-Employment Benefits Fund

To accumulate monies for post-employment benefits, including sick leave, vacation leave, and retiree medical benefits.

FIDUCIARY FUNDS

Funds that account for resources held in a trustee, custodial or agency capacity for others.

Pension Trust Funds

Pension trust funds are used to account for the accumulation of resources for the locally administered safety retirement programs.

Safety Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965.

Service Retirement Fund

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965, and who were disabled due to job related injuries.

Private Purpose Trust Funds

Private Purpose trust funds are other trust resources accounted for by the City, in accordance with the terms of their respective trust agreements.

Successor Agency of the former RDA Fund

For assets held until they are distributed to other units of state and local government and to receive revenue from the County to pay enforceable obligations of the former redevelopment agency.

Library Gifts Fund

For gifts and bequests made to the City library. Funds are used for book replacement.

APPENDIX: Description of Funds

Canine Unit Fund

For contributions made for the Police Department's Canine Unit program.

Agency Funds

Agency funds are used to account for resources for which the City acts as an agent, or custodian, for other governmental units, private organizations, or individuals.

California Law Enforcement Telecommunications System (CLETS) Fund

For monies received from various participating public agencies for the purchase of computer equipment for communication with the California Law Enforcement Tracking System (CLETS).

Revolving Rehabilitation Loan Fund

For rehabilitation loans made by the City through the use of various funding sources.

Seismic Safety Assessment Fund

For the financial activities of the Seismic Assessment District #1.

APPENDIX: Legal Requirements and the Budgetary Process

Authoritative Basis for the Annual Budget

The authoritative basis for the development of the annual budget is provided in Article XII, Fiscal Administration, Section 1200 et. al. of the City of Santa Barbara Charter. Section 1200 specifically requires that "... at least sixty (60) days prior to the beginning of each fiscal year, the City Administrator shall submit to the City Council the proposed budget as prepared by him (or her)."

Budgetary Roles and Responsibilities

The Budget Manager, during budget pre-development, determines departmental revenue targets for use during budget development and develops cycle-specific information, such as debt service requirements and allocated costs. The Finance Director works with the Treasury Manager throughout the entire budget development process to develop the base budget requirements for the next fiscal year through analysis of revenue estimates.

The Treasury Manager develops preliminary revenue estimates for departments during budget pre-development, and works with departments throughout the budget development process in revising the preliminary estimates for departmental revenues in order to reach final, revised estimates.

The Budget Manager develops overhead cost allocations and works with the Public Works Department in preparing preliminary cost allocations for building maintenance, custodial, electronic maintenance, and energy conservation services, and the City's Motor Pool. The Budget Manager also works with Information Systems to determine cost allocations for the desktop maintenance and replacement program, and the City's financial management and Geographic Information systems.

Finance liaisons assist the Budget Manager with the review of budgets to ensure that departmental budget submittals are complete, technically correct and submitted in a timely manner. During the budget review phase, Finance liaisons analyze requested budgets to determine that departments met their revenue target, and verify the accuracy of line-item budgets. They present findings and recommendations to the City Administrator during the individual departmental meetings with the departments.

The Assistant to the City Administrator works with all departmental Program Owners, Managers and Department Heads to ensure that the performance objectives contained in the Programs and Services narratives are measurable, actionable, specific and adequately cover the day-to-day activities of city operations, as well as any one-time projects or initiatives planned for the budget year.

The Budget Steering Committee provides oversight to the entire budget process, with direction from the City Administrator, to ensure that Council goals and other citywide priorities are addressed throughout development of the budgets.

Departmental Staff develop line-item operating budgets and capital requests. Anticipated program adjustments are incorporated and communicated to the Finance Department for revising departmental revenue targets.

The City Administrator provides oversight of the Budget Steering Committee throughout the entire budget process. The City Administrator meets with Department Heads, Program Owners, Departmental Budget Staff and Budget Liaisons to review all departmental operating and capital requests and makes funding decisions for the recommended budget, ensuring that Council goals and the Steering Committee's budget priorities are addressed. Also at these budget meetings, the City Administrator approves all operational goals and objectives for the coming fiscal year that are laid out in the Programs and Services narratives. All recommendations and adjustments are incorporated into the City Administrator's recommended budget that is filed with the City Clerk and presented to City Council for approval in April of each year.

Mayor and City Council, with input from the public, review the City Administrator's recommended budget, along with any specific recommendations from the Council Finance Committee, approve or adjust as necessary, and adopt the final operating and capital budget.

Budgetary Basis and the Budgetary Level of Control

Governmental funds are budgeted using the modified accrual basis, consistent with the basis of accounting. Briefly, this means that expenditures are recognized when the related liability is incurred; revenues are recognized to the degree that they are available to finance expenditures of the current period. The only exception is the budgeting of capital projects, in which the entire cost of the capital project is budgeted in the first year, and subsequently carried over until project completion.

APPENDIX: Legal Requirements and the Budgetary Process

Similarly, Proprietary Funds use the modified accrual basis of budgeting, but use the accrual basis of accounting. Differences arise between the two bases for several items: depreciation expense is recorded on a GAAP basis only; debt service retirement, including principal and interest payments, are budgeted as expenditures; and, like governmental funds, all costs of capital projects are included in the budget for the first year of the project.

Budgets are monitored at varying levels of classification detail. However, expenditures cannot exceed total appropriations at the department level for the General Fund and at the fund level for all legally budgeted funds (proprietary funds).

Specifically, the budget is controlled at the following levels:

1. Departments are authorized to transfer amounts between individual line-item expenditure categories within a particular major object account group.
2. The City Administrator is authorized to transfer amounts within individual departmental budgets, both between programs and between major object groupings.
3. City Council must authorize all budget amendments that alter the total appropriations of a particular department or fund.

Also, capital project budgets are controlled at the following levels:

1. City Council must authorize changes to capital project budgets already approved by Council when:
 - a. Adding a new project using appropriations from an existing project approved by Council;
 - b. Transferring between capital projects when the total amount being transferred exceeds \$35,000.
2. The City Administrator is authorized to approve changes to capital project budgets already approved by Council when:
 - a. Transferring funding between capital projects approved by Council when the total amount being transferred does not exceed \$35,000; or
 - b. Transferring funding between different projects under the umbrella of a single capital project/program approved by Council.

Two-Year Budget Cycle

On November 27, 1984, the City Council adopted Resolution No. 84-182, approving the concept of a two-year budget cycle for the City of Santa Barbara. This action provided that:

1. City Council would approve a two-year program and financial plan at the beginning of each two-year cycle; and
2. Consistent with City Charter requirements, the City Council would adopt a budget for the program on an annual basis.

Significant characteristics of a two-year budget process, in addition to the items noted above, are:

- o Budget preparation and analysis will be for two years, occurring in the fiscal year immediately preceding the two-year cycle.
- o Mid-cycle adjustments will be managed as mid-year adjustments are managed; that is, outside of the budget development process, but subject to City Council approval.
- o The two-year budget cycle will be developed in conjunction with the establishment of the City Council two-year goals and action plan.

Implementation of a two-year budget cycle does not preclude adjustments at mid-cycle or modifications to the second year recommendations due to special circumstances or significant changes in revenue projections. It does, however, eliminate much of the repetitive and time-consuming aspects associated with the development of budget estimates, particularly for those programs that tend to remain constant. In

APPENDIX: Legal Requirements and the Budgetary Process

addition, because the City Council is already focusing on a two-year commitment, the two-year budget process facilitates a long-term program and financial planning approach.

The following summarizes the City of Santa Barbara's two-year budget process.

Budget Process - Year One

Pre-Development Activities

Council goals and program priorities are developed.

Finance Department develops preliminary revenue projections.

Revenue targets are developed by City Administrator and distributed to departments.

The Finance and Public Works departments and Information Systems in the Administrative Services department develop allocated costs.

Departments submit capital project requests to Public Works Business Manager as part of development of the Five-Year Capital Improvement Plan.

Anticipated program adjustments are communicated to the Finance Department.

Budget Preparation

Cycle-specific information is distributed to each department, including revenue targets for General Fund departments.

Departments develop line-item budget estimates, document text information, and annual performance plans for each program.

Edit and Review of Departmental Submittals

Finance Department Budget Liaisons perform preliminary review of departmental line-item submittals.

Budget Liaisons review department line-item and text submittals.

City Administrator holds in-depth budget review meetings with each department.

Production and Publication of Budget Document

Budget Manager and staff develop the tables, charts and graphs, prepare summary schedules and fund overviews, and compile, review and publish the document, as well as post the Recommended Budget to the Internet.

City Administrator and Finance Director prepare "City Administrator's Budget Message" and review annual performance plans included in the program narratives.

The Recommended Budget is filed with the City Clerk's Office.

Public Review

Boards and Commissions review the Recommended Budget.

City Council and Finance Committee review the Recommended Budget, including Capital Program and Fee Resolutions.

City Council approves and/or adjusts the City Administrator's Recommended Budget, as appropriate.

Public hearings are held.

APPENDIX: Legal Requirements and the Budgetary Process

Budget overview and department presentations are held.

Budget information made available in accordance with Public Information Plan.

Budget Adoption

City Council adopts, by resolution, the two-year financial plan and the operating and capital program budgets for year one of the two-year financial plan.

Finance Department updates and publishes the budget document, and posts it to the Internet.

Budget Process - Year Two

Mid-Cycle Review

Finance Department updates the revenue projections for year two of the two-year financial plan.

Year two recommendations are revised, if necessary.

Presentation and Adoption

City Administrator presents addendum and a summary of the proposed budget for year two to the City Council. This document identifies the following:

- Changes to the two-year financial plan approved at mid-cycle.
- Any changes to the City Administrator's second year recommendations.
- The progress of the City Council's two-year goals and action plan.
- A summary of the second year's budget by program.

City Council reviews the addendum information and approves and/or adjusts the changes made by the City Administrator, as appropriate.

A public hearing is held.

Council adopts, by resolution, the operating and capital budget for year two of the two-year financial plan.

APPENDIX: Budget Policies

General Policies

All current operating expenditures will be financed with current revenues.

Budgetary emphasis will focus on providing high quality municipal services, recognizing the fundamental importance to the public of public safety and properly maintained infrastructure.

The budget will provide sufficient funding for adequate maintenance and orderly replacement of capital plant and equipment.

The budget will reflect a higher priority for maintenance of existing facilities than for acquisition of new facilities.

Future maintenance needs for all new capital facilities will be fully costed, and added costs will be recognized and included in future year budget projections.

Strong customer service and productivity improvements, with a focus on cost savings, remain important budgetary goals.

Productivity improvements resulting in cost reduction will remain an important budgetary goal.

Revenue Policies

A diversified and stable revenue system will be maintained to shelter the City from short-run fluctuations in any single revenue source.

Revenues will be conservatively estimated, will be projected for the next four years and will be updated at least annually.

Intergovernmental assistance in the form of grants and loans will be used to finance only:

- Capital improvements that are consistent with the Five-Year Capital Program priorities and can be maintained and operated over time; and
- Operating programs which either can be sustained over time or have a limited horizon.
- One-time revenues will be used for operating programs only after an examination determines whether they are subsidizing an imbalance between operating revenues and expenditures, and then only if a long-term forecast shows that the operating deficit will not continue. In general, one-time revenues will be used only to support capital or other non-recurring expenditures.

All fees and charges for each enterprise fund will be set at a level that fully supports the direct and indirect cost of the enterprise.

Reserve Policies

An Appropriated Reserve will be included in each operating fund's adopted budget to provide for unanticipated expenditures or to meet unexpected small increases in service delivery costs within the fiscal year. This reserve will be at least ½ of 1% of the operating budget and any unused portion will be returned to fund balance at the end of the fiscal year.

Each Enterprise Fund will establish a Capital Reserve funded to at least 5% of the value of its capital assets. In the alternative, the amount may be established at an amount equal to the average of the adopted capital program budgets for the previous five years. Appropriations from these reserves will be to fund major capital costs.

For each operating fund there will be a reserve equal to 15% of its annual operating budget for the purpose of responding to emergencies. It may take more than one year to meet the 15% goal if these emergency reserves do not presently meet the 15% goal.

Each operating fund will establish and maintain a reserve equal to 10% of its annual operating budget for contingencies; specifically, to allow for the orderly implementation of a balancing strategy to address the fiscal impacts of unexpected events in order to minimize impacts to the organization and community.

Funding of reserves will come generally from one-time revenues, excess fund balance and projected revenues in excess of projected expenditures. They will generally be reserved in the following priority order:

APPENDIX: Budget Policies

- Reserve for Economic Contingency/Emergencies
- Reserve for Capital
- Reserve for Future Years' Budgets

However, flexibility will be retained to allocate available funds among the reserves based on the current circumstances and needs of the City's various operating funds.

The use of reserves for disasters and contingencies require Council action and must be accompanied by an assessment of the fiscal condition of the fund and a comprehensive balancing strategy and plan for replenishing reserves.

Debt Policy

It is the intent of the City of Santa Barbara to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management. A summary of existing debt obligations by fund and a summary of total annual debt service requirements are provided in this section under "Debt Obligations".

The General Fund currently does not have any general obligation bonds. With respect to financing of future capital improvements, General Fund annual budgeted expenditures provide for funding of general capital improvements. In addition, current City policy provides for the use of accumulated reserves in excess of policy requirements for one-time costs, including major capital projects.

Restrictions affecting the issuance of debt relate to existing bond covenants associated with the outstanding Water and Wastewater Fund Revenue Bonds. Specifically, existing bond covenants require that net system revenues (operating revenues less operating expenses, excluding depreciation) must be at least 125% of the annual debt service requirements (maximum) for the Water Enterprise, and 120% for the Wastewater Fund.

Based on these restrictions and existing annual debt service requirements, total annual debt service capacity for the Water Fund and Wastewater Fund is approximately \$24.2 million and \$6.2 million, respectively, based on operating results for the year ended June 30, 2020. For fiscal year 2020, the current total debt service requirement for all existing parity and subordinate debt is approximately \$14.6 million and \$3.5 million for the Water Fund and Wastewater Fund, respectively.

Based on a net assessed value of property of approximately \$16.41 billion, the legal debt limit is \$615.2 million. Currently, there is no outstanding debt subject to limitation.

No other restrictions exist.

APPENDIX: Budget Calendar

OCTOBER & NOVEMBER 2020		
DATE	EVENT	CATEGORY
Thursday, October 29	BUDGET STEERING COMMITTEE Budget Calendar Highlights distributed to Budget Policy Steering Committee	Budget Meeting
Saturday, October 31	Final CIP submissions due to Public Works from departments	Capital
Friday, November 6	FY22 / FY 23 Internal Service Fund rates due to Finance	Budget Process
Friday, November 1	BUDGET SYSTEM INITIALIZATION Position re-allocation worksheets and "special pays" instructions sent to departments	Budget Process
Friday, November 1 - Friday, December 6	Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets	Budget Process
Mid-November	Human Resources sends request for new positions or reclassifications for FY20 to departments	Budget Process
Friday, November 6	Finance completes payroll projections, calculation of status quo budgets and preliminary revenue targets Department position re-allocation worksheets and "special pays" due to Finance	Budget Process
Tuesday, November 17	CITY COUNCIL MEETING - FY 20 First Quarter Review	City Council Meeting
Thursday, November 19	BUDGET STEERING COMMITTEE	Budget Meeting
DECEMBER 2020		
DATE	EVENT	CATEGORY
Month of December	Dept. Heads discuss budget issues with City Administrator at respective monthly meetings	Budget Process
Friday, November 1 - Friday, December 6	Finance prepares General Fund multi-year forecast, non-departmental revenue estimates, salary and benefit projections, status quo budgets, and departmental revenue targets	Budget Process
Wednesday, December 9	BUDGET KICK-OFF AND ANNUAL BUDGET TRAINING SESSION FOR DEPARTMENTS City Administrator provides expectations to department budget officers re: FY22/23 department budget submittals.	Budget Meeting
Thursday, December 10 - Monday, March 1	Departments develop line-item budgets and P3 plans	Budget Process
Mid-December	FINANCE COMMITTEE & COUNCIL MEETINGS - CAFRs presented	City Council Meeting Finance Committee Meeting
Thursday, December 10	FY 21 AE&E and revenue reports for five months ended Nov 30, 2020 released to depts.	Budget Process
Thursday, December 10	BUDGET STEERING COMMITTEE	Budget Meeting
Friday, December 18	Deadline for new positions and reclassifications for FY 22 (dept requests) to City Administrator (copy to HR)	Budget Process

APPENDIX: Budget Calendar

JANUARY 2020		
DATE	EVENT	CATEGORY
Thursday, December 10 - Monday, March 1	Departments develop line-item budgets and P3 plans	Budget Process
Thursday, January 14	BUDGET STEERING COMMITTEE	Budget Meeting
Thursday, January 14	FY 21 AE&E and revenue reports for six months ended Dec 31, 2020 released to depts.	Budget Process
Mid January	Planning Commission - Five Year Capital Improvement Plan presented	Capital
Thursday, January 28	BUDGET STEERING COMMITTEE	Budget Meeting
Friday, January 29	P3 Quarterly Reports due to CAO for second quarter of FY 21	Performance Measures
FEBRUARY 2020		
DATE	EVENT	CATEGORY
Thursday, December 10 - Monday, March 1	Departments develop line-item budgets and P3 plans	Budget Process
Wednesday, February 3 - Thursday, March 3	BUDGET SUBMITTALS DUE: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)	Budget Process
First Week of February	Training for FY22/23 Budget Submittal Reviewers City Administrator provides expectations to budget submittal reviewers re: FY22/23 budget submittals.	Budget Process
Thursday, February 4	BUDGET STEERING COMMITTEE	Budget Meeting
Thursday, February 11	COUNCIL BUDGET WORKSESSION - Review of General Fund Budget Priorities for FY 22	City Council Meeting
Wednesday, February 17 - Thursday, March 18	Departmental Budget Review Meetings with City Administrator and departments	Budget Meeting
Mid February	City Administrator finalizes Five-Year Capital Improvement Plan (CIP)	Capital
Thursday, February 18	BUDGET STEERING COMMITTEE	Budget Meeting
Tuesday, February 23	FINANCE COMMITTEE MEETING - FY 20 Mid-Year Review	Finance Committee Meeting

APPENDIX: Budget Calendar

MARCH 2020		
DATE	EVENT	CATEGORY
Thursday, December 10 - Monday, March 1	Departments develop line-item budgets and P3 plans	Budget Process
Wednesday, February 3 - Thursday, March 3	BUDGET SUBMITTALS DUE: Operating and capital budgets, revenue estimates, current year projections, fee resolutions, and annual P3 plans (staggered due dates)	Budget Process
Thursday, March 4	BUDGET STEERING COMMITTEE	Budget Meeting
Wednesday, February 17 - Thursday, March 18	Departmental Budget Review Meetings with City Administrator and departments	Budget Meeting
Mid March	CITY COUNCIL MEETING - Five-Year Capital Improvement Plan presented	Council Meeting
Thursday, March 11	BUDGET STEERING COMMITTEE	Budget Meeting
Thursday, March 18	BUDGET STEERING COMMITTEE	Budget Meeting
Monday, March 29	FINAL BUDGET REVIEW AND BALANCING by Budget Steering Committee City Administrator finalizes recommended budget public hearing and Finance Committee meeting topics and schedule	Budget Meeting Budget Process
Tuesday, March 30 - Friday, April 16	Budget document compiled, reviewed and published	Budget Process
Late March to Early April	Departments provide information for budget message	Budget Process
APRIL 2020		
DATE	EVENT	CATEGORY
Tuesday, March 30 - Friday, April 16	Budget document compiled, reviewed and published	Budget Process
Late March to Early April	Departments provide information for budget message	Budget Process
First and Second Week of April	Departments review final draft of recommended budget pages and provide input for budget message	Budget Process
Wednesday, April 7	BUDGET STEERING COMMITTEE	Budget Meeting
Tuesday, April 20	City Administrator's Recommended Budget filed with City Clerk FINANCE COMMITTEE MEETING - Finance Committee Budget Review Schedule approved CITY COUNCIL MEETING - Staff presents budget overview and Schedule of Budget Worksessions and Public Hearings approved Recommended budget posted to the Internet and available on Flash Drive	Budget Process Finance Committee Meeting City Council Meeting Budget Process
Tuesday, April 27	FINANCE COMMITTEE MEETING - General Fund Forecast	Finance Committee Meeting

APPENDIX: Budget Calendar

MAY 2020		
DATE	EVENT	CATEGORY
Thursday, May 6	BUDGET STEERING COMMITTEE	Budget Meeting
Monday, May 3	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #1	City Council Meeting
Tuesday, May 4	FINANCE COMMITTEE MEETING - Review General Fund Revenues	Finance Committee Meeting
Wednesday, May 5	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #2	City Council Meeting
Friday, May 7	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #3	City Council Meeting
Monday, May 10	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #4	City Council Meeting
Tuesday, May 11	FINANCE COMMITTEE MEETING - Review Enterprise Fund Revenues	Finance Committee Meeting
Thursday, May 13	BUDGET STEERING COMMITTEE	Budget Meeting
Mid-May	FINANCE COMMITTEE MEETING - FY 21 Third Quarter Review	Finance Committee Meeting
Tuesday, May 18	FINANCE COMMITTEE MEETING - Decisions on recommended budget adjustments	City Council Meeting
Thursday, May 20	BUDGET STEERING COMMITTEE	Budget Meeting
Wednesday, May 19	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #5	City Council Meeting
Thursday, May 20	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #6	City Council Meeting
Tuesday, May 21	FINANCE COMMITTEE MEETING - Decisions on recommended budget adjustments	Finance Committee Meeting
Wednesday, May 26	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #7	City Council Meeting
Thursday, May 27	BUDGET STEERING COMMITTEE	Budget Meeting
JUNE 2020		
DATE	EVENT	CATEGORY
Monday, June 7	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #8: Council budget deliberations (as needed)	City Council Meeting
Wednesday, June 9	COUNCIL SPECIAL BUDGET WORKSESSION AND PUBLIC HEARING - #9: Finance Committee Recommendations presented to Council; Council budget deliberations; Final direction to staff from Council	City Council Meeting
Tuesday, June 11	Final revisions to P3 Annual Plans for FY 22 due to the City Administrator	Performance Measures
Tuesday, June 22	CITY COUNCIL MEETING - B U D G E T A D O P T I O N	City Council Meeting
Wednesday, June 23	Adopted budget transferred to general ledger	Budget Process
JULY 2020		
DATE	EVENT	CATEGORY
Friday, July 30	Adopted budget document distributed and published to the City's website	Budget Process
	P3 Quarterly Reports due to CAO for fourth quarter of FY 21	Performance Measures

APPENDIX: Debt Obligations

REVENUE BONDS

Airport Fund:

\$29,825,000 - 2019 Airport Revenue Refunding Bonds. Bonds were issued to provide funds in order to refund the outstanding 2009 Airport Revenue Bonds which were used to finance the construction a new passenger terminal building and related parking and roadway improvements at the Santa Barbara Municipal Airport. Annual principal installments range from \$1,025,000 to \$2,345,000 through April 1, 2038. Interest rates range from 4.0% to 5.0% payable semiannually.

**Outstanding at
June 30, 2020**

\$ 28,835,000

Waterfront Fund:

\$12,334,392 - Waterfront Refunding Revenue Bonds, Series 2014. Bonds were issued to provide funds in order to refund the outstanding City of Santa Barbara Waterfront Revenue Refunding Certificates of Participation, Series 2002 which were used to finance capital improvements at the waterfront. Remaining annual principal installments range from \$345,000 to \$1,092,700 through October 1, 2027. The interest rate is 3.53%.

7,318,821

Wastewater Fund:

\$10,580,000 - 2016 Sewer Revenue Refunding Bonds. Bonds were issued to provide funds in order to refund the outstanding 2004A Sewer Revenue Bonds which were used to finance the acquisition of certain capital improvements to the Wastewater system. Remaining annual principal installments range from \$805,000 to \$1,120,000 through May 15, 2028. Interest rates range from 4.0% to 5.0% payable semiannually.

7,645,000

Total Revenue Bonds

\$43,798,821

CERTIFICATES OF PARTICIPATION

Water Fund:

\$22,680,000 - 2013 Refunding Water Certificates of Participation. Certificates issued to provide funds to refund the outstanding City of Santa Barbara 2002 Certificates, which were used to finance capital improvements to the water distribution system. Certificates were also used to defease a California Department of Health Services Safe Drinking Water State Revolving Fund loan, which was used to finance construction of a project that enabled the City to meet safe drinking water standards. Remaining annual principal installments range from \$1,425,000 to \$2,055,000 through October 1, 2026. Interest rates range from 3.0% to 5.0% payable semiannually.

**Outstanding at
June 30, 2020**

\$12,455,000

Total Certificates of Participation

\$12,455,000

APPENDIX: Debt Obligations

LOANS PAYABLE

	<u>Outstanding at June 30, 2020</u>
<u>Water Fund:</u>	
\$17,900,849 - California Department of Health Services Safe Drinking Water State Revolving Fund Loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Due in semiannual payments of \$572,123. Interest is 2.5132% per annum. The final payment is due July 1, 2025.	\$5,344,908
\$26,614,040 - California Department of Health Services Safe Drinking Water State Revolving Fund Loan. Funds used to assist in financing construction of a project which will enable the City to meet safe drinking water standards. Due in semiannual payments of \$849,692. Interest is 2.5017% per annum. The final payment is due July 1, 2035.	21,149,004
\$80,000,000 California State Water Resources Control Board Loan. Funds used to assist in financing the desalination plant reactivation project. Due in semiannual payments of \$2,104,805. Interest is 1.663% per annum. The final payment is due July 1, 2038	65,251,022
<u>Wastewater Fund:</u>	
\$1,636,487 - California State Water Resources Control Board Loan. Funds used to assist in financing a biofuel conversion project to increase energy generated at the El Estero Wastewater Treatment Plant. Due in 20 annual payments of \$98,161. Interest is 1.8% per annum. The final payment is due December 31, 2036.	1,426,642
\$5,200,000 - California State Water Resources Control Board Loan. Funds used to assist in financing the replacement design, modifications to the washer compactor area, replacement of water compactor units, and a study of the electrical generators use for new mechanical screens and conveyance. Due in 20 annual payments of \$341,981. Interest is 2.6% per annum. The final payment is due July 31, 2033.	3,970,517
\$31,388,033 - California State Water Resources Control Board Loan. Funds used to assist in financing the upgrade to the aeration system and improve the secondary treatment process at the El Estero Wastewater Treatment Plant. Due in 20 annual payments of \$1,953,145. The final payment is due March 1, 2039. Interest is 1.9% per annum.	30,912,972
<u>Airport Fund:</u>	
\$2,450,339 - State Department of Transportation Loan. Funds used to finance capital improvements at the airport. Due in 17 annual payments of \$218,714. Interest is 5.0843% per annum. The final payment is due May 30, 2024.	774,030
\$7,300,000 - Airport Promissory Note. Funds used to finance construction of a joint use rental car facility for use by the rental car companies serving the Airport. Due in semi-annual payments of \$230,182. Interest is 3.5% per annum. The final payment is due June 30, 2029.	-

APPENDIX: Debt Obligations

Waterfront Fund:

\$14,501,000 - State Department of Boating and Waterways Loan. Funds used to finance capital improvements at the marina. Interest is 4.5% per annum. Due in annual payments of \$889,263. The final payment is due August 1, 2037.

9,420,300

Total Loans Payable **\$ 138,249,395**

Outstanding Debt Obligations – Total All Funds **\$194,503,216**

The annual requirements to amortize all debts outstanding as of June 30, 2020 are as follows:

Fiscal Year Funding	Business-Type Activities			Total
	Revenue Bonds	Principal payments		
		Certificates of Participation	Other Loans	
2021	\$ 2,732,539	\$ 1,645,000	\$ 7,648,956	\$ 12,026,495
2022	2,850,958	1,715,000	7,815,079	12,381,037
2023	2,967,564	1,790,000	7,990,757	12,748,321
2024	3,100,102	1,865,000	8,170,948	13,136,050
2025	3,248,721	1,960,000	8,136,105	13,344,826
2026-2030	12,948,937	3,480,000	37,395,389	53,824,326
2031-2035	9,230,000	-	40,405,897	49,635,897
2036-2039	6,720,000	-	20,686,264	27,406,264
Total Principal	43,798,821	12,455,000	138,249,395	194,503,216
Fiscal Year Funding	Interest Payments			
2021	2,052,440	489,300	2,905,845	5,447,585
2022	1,928,829	422,100	2,739,722	5,090,651
2023	1,799,687	352,000	2,564,044	4,715,731
2024	1,665,172	269,575	2,383,853	4,318,600
2025	1,524,498	173,950	2,199,981	3,898,429
2026-2030	5,504,693	105,225	8,563,817	14,173,735
2031-2035	3,109,750	-	4,345,530	7,455,280
2036-2039	682,500	-	788,537	1,471,037
Total Interest	18,267,569	1,812,150	26,491,329	46,571,048
Total Debt	\$ 62,066,390	\$ 14,267,150	\$ 164,740,724	\$ 241,074,264

APPENDIX: Budget Glossary

Accrual Basis of Accounting: Proprietary and non-expendable trust fund types utilize the accrual basis of accounting. Under this method, revenues are recorded when earned, and expenses are recorded at the time liabilities are incurred, such that revenues and expenditures are recognized when the underlying event or transaction takes place.

Appropriation: An authorization granted by the legislative body of a government, which permits officials to incur obligations against and to make expenditures of governmental resources. Appropriations are usually made for fixed amounts and are typically granted for a one-year period by the City Council. Non-operating appropriations, i.e., capital and special projects, continue in force through a budget re-appropriation (or carryover) until fully expended or until the City has accomplished or abandoned the purpose for which Council originally granted the appropriation.

Appropriation Resolution: The official enactment by the legislative body establishing the legal authority for officials to obligate and expend resources.

Assessed Value: The value placed on real and other property as a basis for levying property taxes. For all agencies in the State of California, assessed value is established by the County for the secured and unsecured property tax rolls; the State Board of Equalization establishes assessed value of utility property tax rolls.

Balanced Budget: A budget is balanced when the fiscal year's appropriations equals to the revenue.

Balance Sheet: A statement purporting to present the financial position of an entity by disclosing the value of its assets, liabilities, and equities as of a specific date.

Basis of Accounting: The timing of recognition, that is, when the effects of transactions or events are recognized for financial reporting or budgeting purposes. The three bases of accounting for governmental agencies are: (1) cash basis (when cash is received or paid), (2) accrual basis (when the underlying transaction or event takes place) and, (3) modified accrual basis (revenues recognized in the accounting period in which they become available and measurable and expenditures recognized in the accounting period in which the fund liability is incurred).

Bond: A written promise to pay (debt) a specified sum of money (principal or face value) on a specific future date (the maturity date) along with periodic interest paid at a specified percentage of the principal (interest rate). Bonds are typically used for long-term debt to finance large-scale capital projects such as buildings, bridges, streets, and utility infrastructure.

Bond Rating: An evaluation of a bond issuer's credit quality and perceived ability to pay the principal and interest on time and in full. Two agencies regularly review city bonds and

generate bond rating: Moody's Investors Service and Standard and Poor's Ratings Group.

Budget: A plan for the expenditure of financial resources covering a specific time period, usually one year, which, by adoption, constitutes legal authority to spend. The City of Santa Barbara adopts an annual budget from July 1 – June 30. The budget contains appropriations needed to continue the City's operations for the year and the revenues anticipated to finance them.

Budget Amendment: Under the City Charter, the City Council has the sole responsibility for adopting the City's budget, and may amend or supplement the budget at any time after adoption by a majority vote. The City Administrator has the authority to approve administrative adjustments to the budget, as long as the adjustments will not have a significant policy impact, or affect the bottom-line appropriations for any given department.

Budget Calendar: A schedule of key dates and milestones that a government follows in the preparation and adoption of the budget.

Budgetary Basis of Accounting: The method of accounting applied to the budgetary accounts and the process used to determine when revenues and expenditures are recognized for budgetary purposes. The City of Santa Barbara uses the modified accrual basis for budgeting all funds, including proprietary funds.

Budgetary Control: The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of appropriations and available revenues. The level of budgetary control for City Council is at the department level. For the City Administrator, budgetary control is within a department, at the program level and at the major object level (groupings of individual line-item expenditure categories, for example, salaries and benefits, supplies and services, special projects, and non-capital equipment categories). For departments, budgetary control is at the line-item level within a particular major object group.

Budget Message: A general discussion of the budget presented in writing as a part of, or supplement to, the budget document. The budget message explains the principal issues against the background of financial trends and the priorities set forth in the budget.

Capital Asset: A tangible, fixed asset that is long-term in nature, of significant value, and obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include land, buildings, equipment, improvements to buildings, and infrastructure (i.e., streets, highways, bridges and other immovable assets). A capital asset is defined as an asset with a useful life extending beyond a single accounting period. The capitalization threshold for the City of Santa Barbara is \$10,000.

Capital Expenditure: An amount expended for

APPENDIX: Budget Glossary

fixed asset acquisitions and improvements. The capitalization threshold for the City of Santa Barbara is \$10,000.

Capital Budget: A plan of capital expenditures and the means of financing them. The capital budget is adopted as part of the complete annual budget, including both operating and capital outlays.

Capital Improvement Plan (CIP): A formal long-term (multi-year) plan for the acquisition and improvement of major assets, such as land, buildings, machinery and equipment, and infrastructure (i.e., streets, highways, bridges, and other immovable assets). The CIP identifies the expected beginning and ending date for each project, the amount to be expended in each, and the method of financing those expenditures. The City of Santa Barbara prepares a six-year CIP and the threshold for inclusion in the CIP is \$25,000.

Capital Lease: An agreement that conveys the rights to use property, plant or equipment, usually for a stated period of time.

Capital Projects Fund: A governmental fund type used to account for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary and trust funds). See also *Governmental Fund*.

Carryover: Expenditure originally planned in the current year but, because of delays, is postponed to the following fiscal year.

Certificate of Participation: A form of lease-purchase financing used to construct or acquire capital facilities and equipment.

Change in Service: A change in the nature, type or level of service provided by a City program from that provided in the prior fiscal year's adopted budget, as amended.

Community Development Block Grant (CDBG): Grant funds allocated by the federal government to the City of Santa Barbara to use for the prevention and removal of slum and blight, and to benefit low- and moderate-income persons. The City disburses these funds through an annual application process open to all nonprofit organizations and City departments.

Contingency: An appropriation of funds to cover unforeseen events that occur during the fiscal year, such as shortfalls in revenue and similar eventualities, natural disasters, and federal mandates.

Contractual Services: Expenditures for City services performed by firms, individuals or other city departments.

Cost-Reimbursement Basis: The setting of service charges and fees such that costs are systematically recovered on a break-even basis over time. This term is used in connection with internal service funds.

Debt Instrument: A vehicle for borrowing funds, including general obligation bonds, revenue bonds, lease/purchase agreements, lease-revenue bonds, tax allocation bonds, certificates of participation, and assessment district bonds. See also *Bond*.

Debt Service: Payment of interest and repayment of principal to holders of a government's debt instruments.

Debt Service Fund: A governmental fund type used to account for the payment and accumulation of resources related to general long-term debt principal and interest; debt service payments related to enterprise operations are directly accounted for in the enterprise fund itself. See also *Governmental Fund*.

Debt Service Requirement: The amount of money required to pay interest and principal on outstanding debt and the required contributions to accumulate monies for future retirement of long-term bonds.

Department: An operational and budgetary unit designated by the City Council to define and organize City operations, or a group of related operations within a functional area.

Encumbrance: Legal commitments related to unperformed (executory) contracts for goods and services. At year-end, encumbrances represent a reservation on fund balance.

Enterprise Fund: A proprietary fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, such that the costs of providing goods and services to the general public are financed or recovered primarily through fees charged directly to the users of the goods or services provided. The City of Santa Barbara has ten enterprise funds, including Airport Operating and Capital, Golf, Downtown Parking, Water Operating and Capital, Wastewater Operating and Capital, and Waterfront Operating and Capital Funds. See also *Proprietary Fund*.

Enterprise Fund Accounting: Accounting used for government operations that are financed and operated in a manner similar to private sector enterprises, and for which preparation of an income statement is desirable. Enterprise Funds use the accrual basis of accounting.

Estimated Revenue: The budgeted projected revenues, which are expected and realizable during the budget fiscal year, to finance all or part of planned expenditures.

Expenditure: The outflow of funds paid, or to be paid, for goods and services received during the current period. Note: an encumbrance is not expenditure; rather it represents a reservation on fund balance.

Expense: The incurrence of liabilities or the consumption of assets arising from the delivery or production of goods, rendering services or carrying out other activities that constitutes the entity's ongoing major or central operation. This

APPENDIX: Budget Glossary

term applies to the City's Enterprise and Internal Service Funds.

Fiduciary Fund: A major fund type used to account for assets held by the City in a trustee, agency or custodial capacity for others. The City of Santa Barbara has pension trust, expendable trust, non-expendable trust, and agency funds within the fiduciary fund type. Expendable trust funds are accounted for in the same manner as governmental funds, using the modified accrual basis of accounting. Pension trust and non-expendable trust funds use the accrual basis of accounting. An agency fund is custodial in nature in that it does not measure results of operations and the assets equal liabilities (i.e., all assets are held solely for the benefit of others).

Fiscal Year: The 12-month period to which the annual operating budget applies, at the end of which a government determines its financial position and the results of its operations. The City of Santa Barbara operates on a fiscal year from July 1 through June 30.

Fixed Asset: See *Capital Asset*.

Full-Time Equivalent (FTE): The standardized unit of measurement of staffing equal to 2,080 hours of work per year.

Fund: A separate fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities, or balances and changes therein are recorded and segregated to carry on specific activities or attain certain objectives in accordance with special regulations, restrictions or limitations. There are three major fund types: governmental, proprietary, and fiduciary.

Fund Balance: From a strict accounting perspective, fund balance represents the excess of assets over liabilities. It also represents the cumulative effect of revenues and other financing sources over expenditures, and other financing uses that are available for reservation, designation or appropriation. A negative fund balance is called a *fund deficit*.

General Fund: The primary operating fund of a governmental organization that accounts for activities and services not required to be accounted for in another fund, and traditionally associated with governments, such as police and fire service, which are financed primarily through tax, intergovernmental and other non-exchange revenues.

General Obligation Bond: A bond sold to generate financing for various purposes, and to be repaid with normal, unrestricted operating revenue, usually from the General Fund.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for accounting and reporting. These standards govern the form and content of the annual financial statements of an entity. The primary authoritative body on the application of

GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

Governmental Activities: Activities generally financed through taxes, intergovernmental revenues, and other non-exchange revenues, and usually reported in governmental and internal service funds.

Governmental Fund: A major fund type generally used to account for tax-supported activities. Governmental funds use the modified accrual basis of accounting. The City of Santa Barbara uses four types of governmental funds: general, special revenue, debt service, and capital projects funds.

Grant: Contributions of cash or other assets donated from one governmental agency or organization to another, and usually restricted for a specific purpose. Typically, these contributions are made to local governments from state and federal governments.

Infrastructure: Facilities that support the daily life and growth of the City, for example, roads, waterlines, sewers, public buildings, parks and airports.

Interfund Reimbursements: Payments from one fund to another to reimburse costs to the recipient fund.

Interfund Transfers: Payments from one fund to another to finance the operations of the recipient fund.

Internal Service Fund: Funds used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government on a cost-reimbursement basis. See also *Proprietary Fund*.

Liability: Debt or other legal obligations arising out of transactions in the past that must be liquidated, renewed or refunded at some future date. Note: the term does not include encumbrances.

Line-Item Budget: A budget that lists detailed expenditure categories separately, along with the amount budgeted for each specified category. The City of Santa Barbara uses program rather than line-item budgeting; however, detailed line-item accounts are maintained and recorded for financial reporting and control purposes.

Major Object: Categorized groupings of individual line-item expenditures that are similar in nature. For example, the City's major object categories include salaries and benefits, supplies and services, special projects, non-capital equipment, capital equipment, and miscellaneous.

Mandate: Legislation passed by the state or federal government requiring action or provision of services and/or programs. Examples include the Americans with Disabilities Act, which requires actions such as physical facility improvements and provision of specialized transportation services.

APPENDIX: Budget Glossary

Modified Accrual Basis of Accounting: Under the modified accrual basis, revenues are recognized when susceptible to accrual (i.e., when they become measurable and available). "Measurable" means the amount of the transaction that can be determined, and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Those revenues susceptible to accrual include property taxes remitted within 60 days after year-end, interest on investments, and certain intergovernmental and other revenues. Expenditures are recorded when the related fund liability is incurred. Principal and interest on general long-term debt are recorded as fund liabilities when due, or when amounts have been accumulated in the debt service fund for payments to be made early in the following year. All governmental fund types, expendable trust funds and agency funds use the modified accrual basis of accounting.

Objective: Quantified, outcome-based statements of what will be accomplished during the budget year. These annual performance goals are specific, measurable, time-bound, and realistic, yet challenging. Objectives cover day-to-day activities as well as one-time initiatives.

Operating Budget: A plan of financial operations embodying an estimate of planned expenditures for a given period (typically a fiscal year) and the proposed means for financing them (revenue estimates). The annual operating budget, as distinguished from the capital program budget, is the primary means by which most of the financing, acquisition, spending and service delivery activities of a government are controlled. The City of Santa Barbara generally adopts a two-year financial plan that includes the adoption of actual budget appropriations for the first year of the financial plan, and recommendations for year two.

Operating Deficit: The deficiency of operating revenues under expenditures during a single accounting period.

Operating Surplus: The excess of operating revenues over operating expenditures during a single accounting period.

Ordinance: A formal legislative enactment by the City Council. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the city.

Outstanding Bonds: Bonds not yet retired through principal and interest payments.

Performance Measure: Quantifiable indicators that measure program workload or progress in achieving program objectives.

Program: A group of activities, operations or organizational units organized to accomplish specific purposes, goals or objectives. It is a distinct functional unit within a department, consisting of a significant service provided using

City resources.

Program Budgeting: A method of budgeting that focuses on services provided to customers at the functional (or program) level.

Proposed Budget: This refers to the status of an annual budget, which has been submitted by the City Administrator and is pending public review and City Council adoption.

Proprietary Fund: A major fund type used to account for operations that are financed and operated in a manner similar to private sector enterprises, in that goods and services are provided to the general public (external users) or other City departments (internal users), and the costs of which are financed or recovered primarily through fees and service charges charged directly to the users of the goods and services. Proprietary funds use the accrual basis of accounting.

Reserves: Accumulated funds legally restricted or otherwise designated by management and/or City Council for specific purposes. See also *Fund Balance*.

Revenue Bond: A bond sold to construct a project that will produce revenues pledged for the repayment of principal and related interest.

Revenues: Total amount of income received, earned, or otherwise available for appropriation.

Self-Insurance: A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or the activity of the agency.

Service Charge: See *User Fee*.

Special Revenue Fund: A governmental fund type used to account for the proceeds from specific revenue sources, other than trusts or major capital projects, that are legally restricted to expenditures for specific purposes. See also *Governmental Fund*.

Transient Occupancy Tax (TOT): Tax collected by hotel operators and imposed on hotel guests for transient lodging (30 days or less) within the City. The current TOT rate is 12%, 2% of which is legally restricted for creeks restoration and creeks and ocean water quality improvement pursuant to voter-approved Measure B, effective January 1, 2001.

User Fee: The voluntary payment of a fee for direct receipt of a public service by the party directly benefiting from service.

APPENDIX: List of Acronyms

A-OK!	After-School Opportunities for Kids!	CERT	Citizens Emergency Response Training
ABC	Alcoholic Beverage Control	CFC	Customer Facility Charge
ABOP	Anti-freeze, Batteries, Oil and Paint	CHDO	Community Housing Development Organization
ABR	Architectural Board of Review	CIP	Capital Improvement Program
ACCEL	Authority of California Cities Excess Liability	CIT	Criminal Impact Team
ADA	Americans with Disabilities Act	CLA	City Leadership Academy
AED	Electronic External Defibrillator	CLETS	California Law Enforcement Telecommunications System
AF	Acre Feet	CMMS	Computerized Maintenance Management System
AFP	Aviation Facilities Plan	COMB	Cachuma Operations and Management Board
ALP	Adult (and Family) Literacy Program	CO	Change Orders
AOA	Airfield Operations Area	COP	Citizen-Oriented Policing
A/P	Accounts Payable	COPS	Community Oriented Problem Solving
APWA	American Public Works Association	CPI	Consumer Price Index
ARFF	Aircraft Rescue and Firefighting	CPUC	California Public Utilities Commission
ARRA	American Recovery and Reinvestment Act	CSMFO	California Society of Municipal Finance Officers
ATP	Active Transportation Program	CSO	Community Services Officer
BAP	Business Activity Permit	CVRA	California Voting Rights Act of 2001
BFI	Browning-Ferris Industries (a wholly owned subsidiary of Allied Waste Industries, Inc.)	CWQCB	California Water Quality Control Board
BLS	Basic Life Support	DA	District Attorney
BMPs	Best Management Practices	D.A.R.E.	Drug Awareness Resistance Education
BPO	Blanket Purchase Order	DART	Development Activity Review Team (Community Development Department)
C3H	Central Coast Collaborative on Homelessness	DART	Development Application Review Team
C&D Recycling	Construction and demolition recyclable waste	DOJ	Department of Justice
CA-DHS	California Department of Health Services	DPA	Development Plan Agreement
CAD	Computer Aided Dispatch System	DUI	Driving Under the Influence
CAFR	Comprehensive Annual Financial Report	EEWPT	EI Estero Wastewater Treatment Plant
CAL-ID	State of California's automated fingerprinting identification system	EIR	Environmental Impact Report
CalPERS	California Public Employee Retirement System	EMLAP	Employee Mortgage Loan Assistance Program
CAPER	Consolidated Annual Performance Report	ELAP	Environmental Laboratory Accreditation Program
CARB	California Air Resources Board	EMD	Emergency Medical Dispatch
CCC	Combined Communications Center	ENF	Enforcement
CCRB	Cachuma Conservation Release Board	EOC	Emergency Operations Center
CCTV	Closed Circuit Television	EEWWTP	EI Estero Treatment Wastewater Treatment Plant
CCWA	Central Coast Water Authority	EPA	Environmental Protection Agency
CDBG	Community Development Block Grant		
CDE	Community Disaster Education		
CEQA	California Environmental Quality Act		

APPENDIX: List of Acronyms

EPCR	Electronic Patient Care Reporting	ISAIMS	Integrated Scanning of America Imaging Management System
ERAF	Educational Revenue Augmentation Fund	IU	Industrial Users
EV	Electric Vehicle	IWP	Industrial Waste Pretreatment
FAA	Federal Aviation Administration	JPA	Joint Powers Authority
FAR	Federal Aviation Regulation	LAIF	Local Agency Investment Fund
FBI	Federal Bureau of Investigation	LDT	Land Development Team
FMDSS	Financial Management Decision Support System	LEA	Local Enforcement Agency
FMLA	Family and Medical Leave Act	LEAP	Learning for Excellence & Achievement Program
FMS	Financial Management System	LED	Light-Emitting Diode
FOG	Fats, Oils and Grease	LEED	Leadership in Energy and Environmental Design
FTE	Full-time Equivalent Job Position	LID	Low Impact Development
FY	Fiscal Year	LIMS	Laboratory Information Management System
FYE	Fiscal Year End	LTF	Local Task Force on Solid Waste
GA	General Aviation	LUFT	Leaking Underground Fuel Tank
GAAP	Generally Accepted Accounting Principles	LUP	Land Use Plan
GASB 34	Governmental Accounting Standards Board Statement No. 34	MAPS	Mapping Analysis and Printing Services
GASB	Governmental Accounting Standards Board	MDC	Mobile Data Computer
GFOA	Government Finance Officers' Association	MDT	Mobile Data Terminals
GIS	Geographical Information Systems	MEA	Master Environmental Assessment
GOA	Gone on Arrival	MHA	Mental Health Association
GPU	General Plan Update	MJSWTG	Multi-Jurisdictional Solid Waste Task Group
GREAT	Gang Resistance Education and Training	MOXI	Museum of Exploration + Innovation
GW	Groundwater	MRE	Mobile Reporting Equipment
HBRR	Federal Highway Bridge Replacement and Rehabilitation funds	MRF	Materials Recovery Facility
HD	High Definition	MTD	Metropolitan Transit District
HHW	Hazardous Household Waste	MOU	Memorandum of Understanding
HLC	Historic Landmarks Commission	MtCO2e	Million metric tons of carbon dioxide equivalent
HOME	Federal Home Investment Partnership Program	MUR	Multi-Unit Residential
HOPE	Habitual Offender Parking Enforcement	NEPA	National Environmental Policy Act
HUD	Housing and Urban Development	NET	Nightlife Enforcement Team
HVAC	Heating, Ventilation, and Air Conditioning	NIMS	National Incident Management System
ICS	Intra-City Services	NITF	Neighborhood Improvement Task Force
IFT	Infrastructure Financing Taskforce	NOV	Notice of Violation
IIPP	Injury and Illness Prevention Program	NPDES	National Pollution Discharge Elimination System
IOD	Injury on Duty	NPO	Neighborhood Preservation Ordinance
IPM	Integrated Pest Management	NZO	New Zoning Ordinance
ICPMS	Inductively Coupled Plasma Mass Spectroscopy	OGWTP	Ortega Groundwater Treatment Plant
		OSH	Occupational Safety and Health
		OSHA	Occupational Safety and Health Administration

APPENDIX: List of Acronyms

P³	Paradise Performance Program	SBPD	Santa Barbara Police Department
PAF	Personnel Action Form	SBPL	Santa Barbara Public Library
PAL	Police Activities League	SBSC	Santa Barbara Swim Club
PARC	Parks & Recreation Comm. Foundation	SCADA	Supervisory Control and Data Acquisition
PBIA	Parking and Business Improvement Area (Assessment)	SCE	Southern California Edison
PC	Planning Commission	SCEEP	South Coast Energy Efficiency Partnership
PCD	Program Criteria Document	SCORE	Service Corps of Retired Executives
PEM	Proposed Evaluatory Monitoring	SD	Standard Definition
PIO	Public Information Officer	SEIU	Service Employee International Union (Local 620)
PERS	Public Employee Retirement System	SEMS	Standardized Emergency Management System
PFC	Passenger Facility Charge	SFDB	Single Family Design Board
PlanSB	General Plan Update	SHO	Staff Hearing Officer
PLHA	Permanent Local Housing Allocation	SHO	Serious Habitual Offender
PLF	Public Library Fund	SIDA	Security Identification Display Area
PM	Planned Maintenance	SLIP	Sewer Lateral and Inspection Program
PO	Purchase Orders	SMS	(Microsoft) Software Management System
POST	Police Officers' Standards & Training	SMU	Site Mitigation Unit
PPE	Personal Protective Equipment	SOP	Standard Operating Procedures
PQI	Pavement Quality Index	SRF	State Revolving Loan
PRT	Pre-Application Review Team	SS	Sole Source
PSA	Public Service Announcement	SSO	Sanitary Sewer Overflow
PSR	Project Study Report	STEAM	Science, Technology, Engineering, the Arts and Math
PUC	Public Utilities Commission	STIP	State Transportation Improvement Project funds
RACS	Records, Archives, and Clerical Services	SWPPP	Storm Water Pollution Prevention Plan
RAP	Recreation After-School Program	SWITRS	Statewide Integrated Traffic Records System
RDA	Redevelopment Agency	TACT	Total Awareness Cross Training
RFP	Request for Proposal	TBID	Tourism Business Improvement District
RFQ	Request for Qualifications	TBRA	Tenant Based Rental Assistant
RMS	Records Management System	TDA	Transportation Development Act
ROPS	Reorganized Obligation Payment Schedule	TOT	Transient Occupancy Tax
RRP	Resource Recovery Project	TSA	Transportation Security Administration
RWQCB	California Regional Water Quality Control Board	TTD	Temporary Total Disability
SAN	Storage Area Network	UP	Union Pacific Railroad
SBA	Santa Barbara Airport	USGS	U.S. Geological Services
SBAPCD	Santa Barbara Air Pollution Control District	USPS	United States Postal Service
SBCAG	Santa Barbara County Association of Governments	UST	Underground Storage (Fuel) Tanks
SBCPA	Santa Barbara Center for the Performing Arts	UUAD	Underground Utility Assessment District
SBCVB	Santa Barbara Conference and Visitor's Bureau		
SBMC	Santa Barbara Municipal Code		

APPENDIX: List of Acronyms

UUT	Utility Users' Tax
VAPP	Visual Arts in Public Places
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network
WFSAD	Wildland Fire Suppression Assessment District
ZIR	Zoning Information Report