

Adopted Two – Year Financial Plan for Fiscal Years 2024 and 2025

INCLUDING THE OPERATING AND CAPITAL BUDGET
FOR FISCAL YEAR 2024



CITY OF SANTA BARBARA, CALIFORNIA



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**ANNUAL BUDGET
FISCAL YEAR 2024 & 2025**

EXPLORE OUR BUDGET

The City of Santa Barbara's Digital Budget Book provides our community with an easy to use, interactive and engaging version of our annual publication. Use this site to browse all the departments, agencies and projects that support our City.

BUDGET MESSAGE

[City Administrator's Budget Message](#)

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CITY ADMINISTRATOR'S BUDGET MESSAGE

INTRODUCTION

OVERVIEW

I'm pleased to present the Fiscal Year (FY) 2024 operating and capital budget and the FY2025 financial plan 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. Effective and resilient City Management is reliant on a strong financial foundation with an appropriate level of reserves and realistic estimates for both revenues and expenditures. Although the FY2024 budget is proposed with a small use of reserves, it does represent a balanced budget. The City Council adopted reserve policy requires that a plan to restore reserves be developed when reserves are below Council policy levels. Over the next year, we will be assessing opportunities to generate new revenues, as well as evaluating the reduction of services. I am hopeful that a new revenue source will be sufficient to address the growing gap between the cost of the services we provide, and the revenues needed to provide them. However, if we are not successful in identifying additional resources, we will strategically reduce services.

We must acknowledge the public health, economic, social, and fiscal climate changes over the last three years and the environment we are in as we prepare this budget. 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 over the past two years. The City experienced a significant decline in major revenue sources, including sales tax, transient occupancy tax (TOT), and various departmental revenues from reduced or cancelled programs and services. However, the tail-end of FY2022 and FY2023 thus far have shown stronger economic activity and revenue growth in the City's major tax sources.

Over the past three years, the City has had to reduce operating expenses, reprioritize major initiatives and capital projects, and redesign and implement new and streamlined ways of serving the public in order to balance the City's operating budget. The City has also had to tap into reserves in order to sustain operations and continue providing the same level of services the community expects.

Budgeting during this time has been one of the most challenging I've seen in my 30-year career. With fears of a possible recession and continued economic turmoil, the City remains cautious, but realistic, regarding the planned delivery of services to the community. The City's major revenues have rebounded and are projected to continue to grow in the coming years; however, it continues to be more expensive to run the City, particularly with retaining and attracting employees and investing in the City's aging infrastructure and facilities. The FY2024 operating and capital budget provides such a plan, similar to the plan that was implemented in order to balance the FY2021, FY2022, and FY2023 budgets. The FY2024 budget assumes modest revenue growth, but this growth is not adequate to

cover ongoing expenditure growth from current commitments, including pension costs, high inflation, and other impacts.

The FY2024 budget includes a multi-faceted approach to balancing the General Fund budget, including permanent expenditure reductions and a minimal use of reserves. The General fund is projected to have an operating deficit over the next three fiscal years, so my focus, in collaboration with department staff and the City Council, will be to develop strategies to achieve fiscal sustainability to ensure we continue to deliver high quality services to the community.

In 2022, staff presented an overview of the Fiscal Sustainability Initiative to the Finance Committee where an overview of the major fiscal and budgetary challenges were discussed. Revenue options and operational and process improvement working groups were established to develop recommendations and solutions to ensure the City continues to meet the needs of the Santa Barbara community now and for many years to come. Vision 2030 was also rolled out as the primary communication strategy, both internally with City staff as well as externally to the public, to discuss revenue and operational options, ways of fostering a thriving workforce and a new set of key performance measures.

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 recreation programs that are funded primarily from general tax revenues.

Other important services are provided through enterprise funds, such as the Airport, Water, Wastewater, Solid Waste, Clean Energy, 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

Because of budget balancing initiatives that have been implemented over the past three years, including implementing expenditure reductions, utilizing reserves, and implementing conservative fiscal and budgetary practices, the City's General Fund is projected to end FY2023 in a stable position at City Council reserve targets.

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 goals and adjustments to existing goals. Throughout this budget, departmental and divisional mission statements, program activities and objectives, and a new set of performance measures have been identified and updated to focus on the high priority functions for FY2024.

Last year, staff released the budget in a digital format using the OpenGov "Stories" platform. The platform has assisted the public in understanding the budget in an interesting and user-friendly way with a goal of broadening citizen engagement and strengthening public trust in government. The City's FY2024 budget is presented on the platform, and enhancements have been made to increase readability and navigation.

GENERAL FUND HIGHLIGHTS

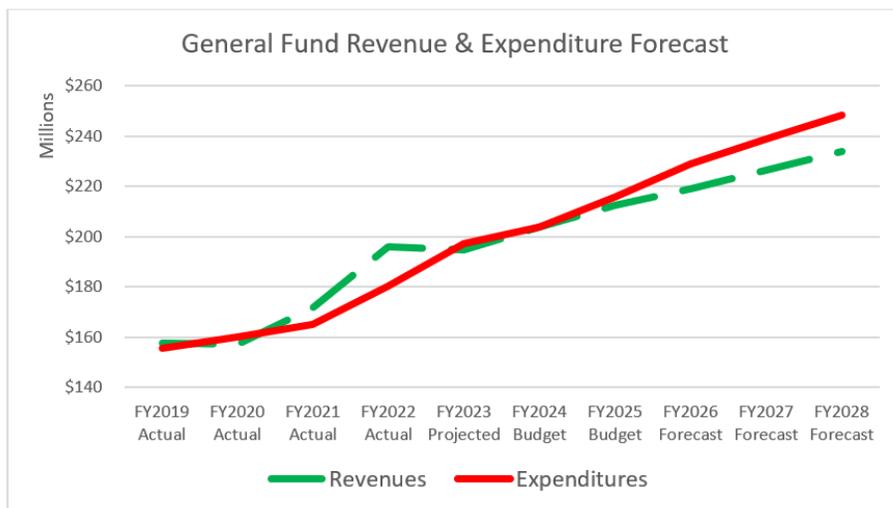
MULTI-YEAR GENERAL FUND FORECAST

The City’s budget process begins in October – seven months prior to the first budget public hearing. Staff prepare 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 the 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 FY2024 budget.

Overall, the multi-year forecast assumes the recovery and continued, modest growth of all major General Fund revenue sources into the foreseeable future. With nearly three quarters of the General Fund allocated to salaries and benefits, the forecast includes known increases to benefits and pension costs, which consume most of the anticipated revenue growth, as well as impacts due to high inflation on goods and services.

The General Fund budget in FY2024 has a structural deficit requiring a small use of reserves to balance the budget after department expenditure reductions totaling more than \$2.6 Million have been identified. Due to the anticipated, inadequate growth of many General Fund revenues to pay for known increases to expenditures, particularly pension costs, the FY2025 and FY2026 forecast shows a continued need to rely on reserves and implement on-going budget balancing strategies in order to balance the budget, with very little capacity to replenish General Fund reserves and implement any new programs or initiatives.



REVENUE AND EXPENDITURE OVERVIEW

The table below summarizes the total General Fund revenues and expenditures from FY2020 through the end of the FY2025 recommended budget and the annual operating surplus or deficit, including the budget reductions that have and are planned to be implemented to help balance the annual operating budget.

\$ Millions	FY2021 Actuals	FY2022 Actuals	FY2023 Projection	FY2024 Budget	FY2025 Budget
Revenues	\$171.6	\$196.0	\$195.0	\$203.7	\$212.3
Expenditures	164.9	180.1	191.6	203.6	215.6
Reserves to Meet Policy Target				2.7	2.8
Surplus/(Deficit)	\$6.6	\$15.9	\$3.4	(\$2.7)	(\$6.5)

The FY2021 and FY2022 budgets were adopted with the implementation of a four-pronged approach in order to balance 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.

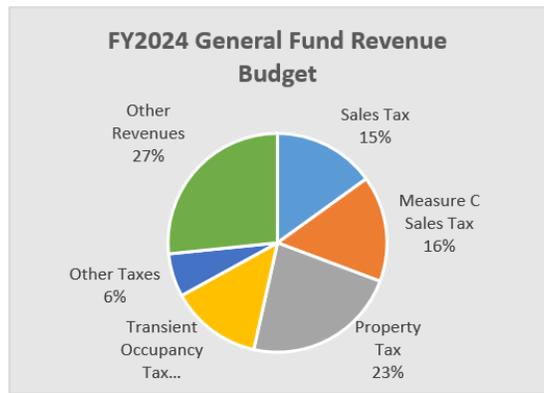
The result of these challenging budget balancing solutions was not needing to utilize reserves as much as initially anticipated. The American Rescue Plan Action (ARPA) funds being appropriated to provide relief from revenue loss helped to stabilize the General Fund. The replenishment of these reserves was a priority as the economy rebounded and the City’s budget stabilized post-COVID-19 and beyond.

The FY2023 budget was produced in line with economic recovery projections already realized late in 2021 and continuing into 2022. The budget assumed \$1.0 Million of expenditure reductions in FY2022 and a modest use of reserves of \$1.3 Million to balance the budget.

The FY2024 and FY2025 budgets have been developed in line with Vision 2030 and focusing on fiscal sustainability. To that end, departments were directed to identify permanent expenditure savings in both years to help reduce the need to use reserves to balance the budget. Without implementing any budget balancing solutions, the operating deficit in FY2024 is \$3.8 Million, and in FY2025 the deficit grows to \$8.9 Million. In FY2024, departments have identified \$2.7 Million of expenditure reductions to help balance the budget.

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 \$203.7 Million in FY2024. At \$149.4 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 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 tax and TOT experienced significant volatility over the past two years due to reduced economic and travel activities.

The table below summarizes the General Fund tax revenues, showing the actual results for FY2021 and FY2022, the current FY2023 projections, and the budget for FY2024 and FY2025.

Taxes (\$ Millions)	FY2021 Actual	FY2022 Actual	%	FY2023 Projection	%	FY2024 Budget	%	FY2025 Budget	%
Sales Tax	\$24.3	\$28.5	17.1%	\$29.4	3.0%	\$30.7	4.4%	\$31.7	3.4%
Measure C Sales Tax	25.4	30.8	21.3%	31.5	2.2%	31.9	2.9%	33.0	3.4%
Property Tax	39.9	42.2	5.9%	44.5	5.3%	46.4	5.0%	48.7	5.0%
Transient Occupancy Tax	15.7	26.6	69.4%	26.7	0.2%	27.5	3.1%	29.2	6.0%
Utility Users Tax	7.3	7.8	6.4%	7.7	-0.7%	7.4	-7.5%	7.6	3.0%
Cannabis Tax	1.9	1.7	-12.9%	1.9	13.6%	1.5	1.0%	1.5	1.0%
Business License Tax	2.6	2.7	1.7%	2.5	-5.8%	2.9	14.0%	3.0	3.5%
Real Property Trans. Tax	1.1	1.4	18.2%	1.2	-15.0%	1.2	15.9%	1.3	8.3%
Total	\$118.4	\$141.7	19.7%	\$145.3	2.6%	\$149.4	2.8%	\$155.9	4.4%

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 with 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 did not experience any significant impacts due to COVID-19 and are expected to continue to show growth in FY2024 and beyond. 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 2021. This trend is likely to continue into 2023 and 2024.

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 because 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 COVID-19 and related economic conditions had a significant effect on local businesses and on sales tax revenues. 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.

Sales tax revenues rebounded in FY2021 and FY2022. Slow and steady growth is anticipated in FY2024 and beyond, barring any potential decline that may result from an economic recession, which staff have not factored into the budget.

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 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 COVID-19, transient occupancy tax (TOT) revenues experienced moderate growth year over year. TOT revenues were hit the hardest from impacts 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 shut down operations entirely, and average daily rates dropped significantly. TOT revenues declined by 22% to \$15.2 Million in FY2020 and stayed relatively flat in FY2021. Tourist activities returned in FY2022 with occupancy levels back to pre-COVID levels and average daily rates setting record highs. TOT revenues grew by 69% in FY2022 to \$26.6 Million and remained high in FY2023. Staff anticipate TOT to continue to experience modest growth in line with broad economic indicators for local travel.

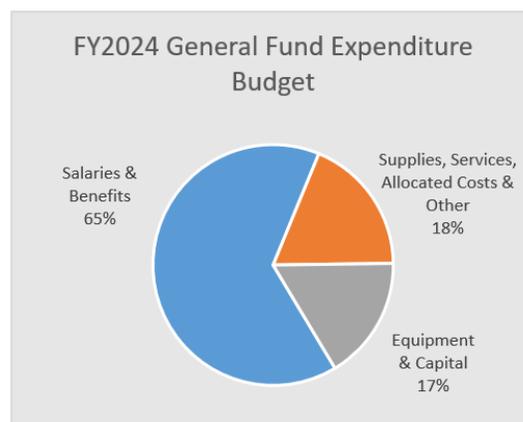
Utility users' tax (UUT) revenues are generated from a 6% tax applied to water, electricity, and natural gas, and a 5.75% tax applied to telecommunication services, including telephone (landline, cellular, internet-based) and video. Overall, UUT revenues over the last ten years have remained essentially flat but with minor increases in FY2022 and FY2023 directly related to inflation. No significant revenue changes are assumed in the FY2024 budget.

Cannabis local excise tax is collected from 6 licensed businesses in Santa Barbara. The City began collecting cannabis tax for recreational use in FY2020, with revenues ramping up quickly to over \$1.0 Million. Cannabis taxes are projected to remain flat at \$1.9 Million in FY2024 with no significant changes anticipated in future years.

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. Many local businesses struggled to remain open and continue operations during COVID-19 with less business activities. The City received slightly less tax revenue in recent years compared to pre-COVID-19 levels, but taxes are projected to show modest growth in FY2024 and beyond.

USES OF FUNDS - WHAT THE MONEY IS SPENT ON

The chart below presents the recommended General Fund operating expenditures by major category for FY2024. The total recommended budget is approximately \$203.6 Million.



At 65% of total expenditures, salaries and benefits totaling \$132.0 Million represent the largest expenditure category. Benefit costs are projected to cost \$53.7 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 FY2024 include any additional costs associated with previously negotiated labor contracts and known benefit cost

increases as well as an assumption for additional salary and benefit cost increases that will be confirmed through collective bargaining with the City's labor groups.

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 in 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 long-term impacts of the pension fund. The substantial losses from the Great Recession put upwards pressure on retirement contributions to mitigate the growing unfunded liabilities.

The City's annual payment to address the growing unfunded liabilities has increased by an average of 8% a year over the last six fiscal years. FY2023 is projected to increase by \$3.9 Million from FY2022 in the General Fund alone – by far the largest annual expenditure increase in the General Fund. Pension costs are projected to grow by 14% in FY2024 with continued growth in FY2025. In FY2022, staff facilitated a study session with the Finance Committee of the City Council to present the factors contributing to the rising pension costs and liabilities as well as discuss solutions to address these costs in the future, including establishing a pension management policy and stabilization reserve, submitting additional discretionary payments (ADPs) to CalPERS, setting up and funding a Section 115 trust and issuing a pension obligation bond (POB). Staff are planning to bring the pension management policy to the City Council in FY2023 as well as plans to establish a Section 115 trust.

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 the City Administrator gave to departments at the onset of COVID-19 over the past three years, I directed departments to identify permanent and continued expenditure reduction savings, targeting a total of \$2.7 Million for the General Fund for FY2024 as an important strategy in order to balance the budget. These strategies include savings from position reductions in FY2024 along with many operational savings. These savings have been identified and prioritized to minimize impacts to the public for receiving City services.

PROPOSED CHANGES TO POSITIONS

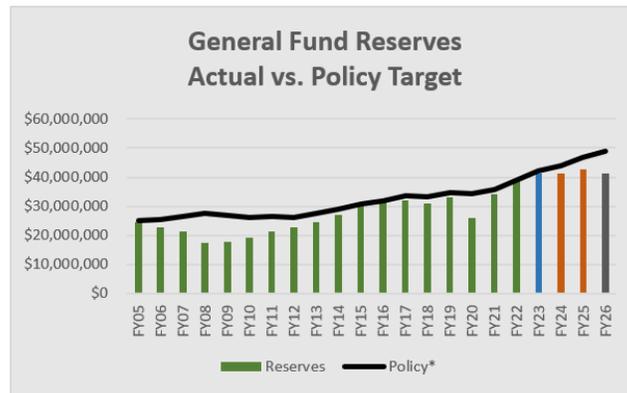
The FY2024 operating budget includes only minor changes to positions. In line with efforts to streamline operations and increase efficiencies, project engineer positions across multiple departments will reside within the Public Works Department, and information technology positions will reside within the Information Technology Department. These operational changes will allow for better alignment of resources, cross training opportunities and more effective project delivery.

The budget also includes several 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 percentage of the operating fund expenditures; for natural disasters it is 15% and for contingencies it is 10%. The reserve for capital is calculated as the average of the upcoming three fiscal years' capital program.

On December 6, 2022, the City Council took decisive action to address the budget impacts related to pension costs by approving of a revision to the reserve policy which allocates any actual revenues that exceed expenditures to address pension-related expenses and future liabilities instead of being allocated to capital.



As shown in the graph, the General Fund’s reserves were below policy requirements for many years. In FY2009, the funding gap was almost \$9.0 Million following the impacts of the Great Recession. Since then, the City has committed to controlling its costs and the size of the organization. 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 COVID-19, reserves were approaching the policy target by the end of FY2020.

At the end of FY2019, reserve balances in the General Fund totaled \$33.3 Million. While this represented a healthy reserve level for the City at the onset of COVID-19, \$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 the use of contingency reserves to balance the FY2021 budget. Because of the expenditure reductions achieved, additional savings realized from challenges backfilling vacant positions and the quicker recovery to tax and other revenues, FY2021 and FY2022 resulted in replenished reserves.

The FY2023 General Fund projection includes a continued level of reserves meeting the overall 25% target, which is being achieved by continuing to exercise great fiscal discipline with controlling costs, realizing some additional upside to tax revenues and additional savings realized from the City’s higher than normal vacancy rate of unfilled positions. General Fund reserves are projected to decline in FY2024 through FY2025, with the use of reserves 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 to achieve the policy target as the economy recovers and the City’s budget stabilizes.

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 COVID-19, even while some customers continue to struggle staying current on their utility bill payments. Wastewater has been able to rebound from below-policy reserve levels to meeting reserve targets in FY2021 and into FY2022.

Airport operating revenue declined in FY2021 compared to prior years due to reduced flight volume and demand for ancillary services and concessions. FAA grant funds received through the CARES Act provided adequate relief to continue operating over the past few years. Airport revenues have grown over the past year and are continued to grow into FY2024 from overall growth in passengers, terminal and lease revenues.

Water and Wastewater enterprises primarily rely on rate revenues from utility customers to fund the delivery of utilities and related services, but also fund a very robust capital-intensive program to ensure the long-term sustainability of the required infrastructure. Water rates were approved during the FY2022 budget process for the following three years, and Wastewater rates were approved during the FY2023 budget process. Both enterprises have a strong reserve balance which will be programmed for many critical capital infrastructure projects in the coming years.

Solid Waste primarily funds long-term agreements for trash and recycling collection, processing, and disposal, as well as climate resiliency and neighborhood vibrancy initiatives. A collection system review is currently underway for a new hauler service contract in FY2023. The fund is stable with adequate revenues covering required contractual obligation costs.

Downtown Parking revenues were significantly impacted by reduced parking volume because of COVID-19 restrictions on retail, entertainment, dining, and office buildings. Downtown Parking implemented a comprehensive license plate reader (LPR) technology, which will modernize operations and likely result in sustained operations and revenue in future fiscal years. Parking rates increased in FY2023 for the first time in sixteen years to stabilize the operating budget to cover ongoing operating expenses and not require using depleted reserves in future years, and additional rate changes are being proposed in FY2024. Although Downtown Parking operates as an enterprise fund, it is the responsibility of the City's General Fund to act as a backstop to provide adequate resources for the operations if revenues fall short.

Waterfront revenues were significantly impacted during COVID due to many tenants electing to enroll in a delay of rent payments, in line with City Council policy, in FY2020 and FY2021. Since then, all tenants have come current on their rental payments which has stabilized the Waterfront's revenue sources to pre-COVID-19 levels. The Waterfront's operating budget in FY2024 and into future years is challenged to fund on-going operations as well as fund capital improvements to the aging infrastructure. Capital maintenance at the waterfront is further challenged by the sea level rise and climate change.

Golf revenues have seen growth from paid rounds during COVID-19 as playing golf has proven to be a safe, attractive activity for the public. Staff remain optimistic that golf activities will remain stable into FY2024, and much needed reserves have accumulated that will be used to address several deferred maintenance and capital improvement projects at the golf course in the coming years.

Clean Energy is the City's newest enterprise providing carbon-free electricity to 96% of the community. It provides local control over energy, supply, rates, and other programs. Residential customers enrolled in October 2021, and all other customers recently enrolled in March 2022. The fund is projected to generate more than \$40.0 Million annually with 90% of those funds dedicated to paying the power suppliers. Over the next two years, the enterprise is anticipated to stabilize by generating adequate revenue to cover operating costs, building reserves, and implementing several community programs.

MAJOR PROJECTS AND INITIATIVES

VISION 2030 AND CORE PERFORMANCE MEASURES

Vision 2030 boldly responds to current civic challenges through a commitment to staff and community for smart, collaborative, and resilient government. This is a collaborative effort to address civic challenges by encouraging staff, the community, and the private sector to work together to explore and implement improved ways of delivering services in a fiscally sustainable way. Vision 2030 is the means to communicate with and include staff and the community in the Fiscal Sustainability process.

The four pillars of Vision 2030 include fiscal sustainability, organizational optimization, thriving workforce, and innovation.

- Fiscal sustainability ensures the City continues to meet the needs of the community now and for years to come.
- Organizational optimization ensures that organizational efficiencies are identified, and services are delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.
- The Thriving Workforce Think Tank is part of our plan for making the City of Santa Barbara a place where you are encouraged to develop, innovate, and streamline, feel valued and empowered, and do your best work for our community. It's how we will grow and reward our people. It's the way we will serve our residents even better. And it will be the way we recruit and retain the best talent.
- Innovation initiatives will focus on the removal of barriers and the improvement of efficiency of services. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

ACHIEVING FINANCIAL SUSTAINABILITY & RESTORING ECONOMIC VITALITY

The City's budget and financial strength relies very heavily on economic vitality. Two of the City's most significant revenue sources, sales tax and TOT, are heavily reliant on the tourism industry and a strong economy. The number of local emergencies and national crises – from the Great Recession to the Thomas Fire, to the worldwide COVID-19 pandemic – has deeply impacted the City's budget and added strain on the City to continue to provide services to its residents while experiencing declines in revenues.

The City continues to partner with Visit Santa Barbara to promote the South Coast as a premier destination for leisure and business travel. The City's financial well-being is interdependent with a healthy tourism sector which generates revenues through sales tax, transient occupancy tax, and other sources. A renewed focus in FY2024 will continue to invest in activities to attract visitors to restore and grow economic activities.

Staff will maintain our focus towards addressing the City's on-going housing challenges, and we will continue to partner with non-profit agencies and others to support affordable housing policies and programs. Pending the City Council's approval, staff will begin dedicating resources to a citywide short-term rental enforcement program to ensure compliance with City regulations and make rental units available again to long-term city residents. Additionally, the City Council is considering the creation of a new affordable housing fund to support both the production of new affordable housing units and the preservation and rehabilitation of existing low-income housing. Finally, staff across multiple departments are working collaboratively to address the needs of the City's unhoused residents, and taking the necessary steps to ensure the most vulnerable in our community have the resources and services they need to stay in their homes.

STATE STREET MASTER PLANNING PROCESS

In May 2020, the City Council took action in response to COVID-19 to create the State Street Promenade, an 8-block promenade closed to vehicles that allows the temporary expansion of commercial uses onto State Street. Nearly a year after the Promenade was created, on March 9, 2021, City Council directed staff to complete a State Street Master Plan that builds on the success of the State Street Promenade, addresses the needs of downtown more holistically, and establishes a downtown redesign for the next 20-30 years. The Master Plan project area includes State Street from Sola Street to the 101 underpass, and Chapala to Anacapa Streets. City

Council also formed a State Street Advisory Committee (SSAC) to oversee the Master Planning process and hired a consulting firm, MIG, Inc. in July 2022, to assist staff with the technical analysis and designs for the State Street Master Plan.

The State Street Master Plan work effort, also known as Create State, is underway and is expected to include existing conditions analysis, an urban design framework and preferred design concept, technical studies, and an implementation plan. Preliminary design concepts focused on State Street and the 0 blocks downtown will be released to the public in Summer 2023 with a preferred concept refined in Summer/Fall 2023. Master Planning efforts will continue through early 2024, when the final plan is presented to City Council – one that transforms the right-of-way into a lively urban place, reflects our community's visions and values, and is safe and vibrant. If Council approves the Master Plan, a capital improvement project is anticipated to follow the completion of the State Street Master Plan work effort. More information on Create State can be found on the project's website: <https://statestreet.santabarbaraca.gov/>.

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 non-sworn officers. The station does not meet the seismic codes for essential services buildings, nor does it meet the current building code and accessibility standards. A new building at a new location 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 existing station is in operation 24 hours a day, seven days a week serving as the main administrative office for police services, and also includes holding cells and a shooting range, while housing 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 was inadequate and the current property on Figueroa Street is too small to accommodate the needs of a new station. The new location will be located at 601 Santa Barbara Street and the corner of Cota Street and Santa Barbara Street.

Over the past four 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 with an eventual debt issuance. Construction is anticipated to begin in 2024 with a completion date in late 2026.

DE LA GUERRA PLAZA

De La Guerra Plaza sits in the center of Santa Barbara and has served as a community gathering space for generations of residents and visitors. The plaza, which was designated as a Public Square

by the City of Santa Barbara in 1853, hosts activities, meetings, dining, and gatherings, while also serving as a place of respite. In addition to serving as a civic center, it has provided the location for the original Police and Fire Stations. 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 usable 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 been developed 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, and is under review by the Historic Landmarks Commission. This concept plan envisions a pedestrian only plaza that incorporates De La Guerra Street between State Street and Anacapa Street. The plan also envisions 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. Review of this project will continue into FY2024 with a projected start of construction to occur in late 2024.

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 \$23.0 Million in FY2020. Revenue rebounded to \$25.4 Million in FY2021 and now exceeds \$30.0 Million. Slow and steady growth is anticipated in FY2024 and beyond.

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 the City's 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.

In total, \$44.4 Million has been allocated to capital projects identified as "priority projects" for use of Measure C funds in FY2024, which is approximately \$12.5 Million more than revenue staff projects to receive in FY2024. Measure C revenues have exceeded projections over the past 18 months coming out of COVID-related restrictions with very robust tourism and economic activities. These prior year revenues are being allocated to fund these priority projects in FY2024.

\$28.0 Million of total Measure C revenues are allocated to Streets Infrastructure and related projects in FY2024, which has been and will continue to be a high priority for the use of Measure C funds. The

remaining funds are programmed for various Library, Parks & Recreation, Police, and Facilities projects. The preliminary plan for FY2025 includes an allocation for the anticipated debt service payment for the new Police facility along with many other priority projects.

The table below summarizes the \$3.6 Million General Fund capital budget by department and project for FY2024 and FY2025.

Department	Project	FY2024 Budget	FY2025 Budget
Information Technology	Citywide EOC Technology & Equipment Upgrades	\$100,000	\$0
	Fire Station 1 Data Center Improvements	150,000	250,000
	Infrastructure Replacements	145,000	130,000
	Applications Business Continuity Cloud Migration & Upgrades	150,000	50,000
	Business Application Bridge Fund	50,000	50,000
	Property & Asset Database & Audit	0	500,000
Public Works	ADA – Transition Plan Implementation	250,000	250,000
	ADA – Walkways and Building Pathways	100,000	100,000
	Radio System Upgrade Project	2,700,000	0
Total		\$3,645,000	\$1,330,000

The table below summarizes the Measure C capital budget for the Fire Department by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Emergency Response Equipment Replacement	\$370,000	\$370,000
Emergency Vehicle Electronic Infrastructure Upgrades	196,400	0
Total	\$566,400	\$370,000

The table below summarizes the Measure C capital budget for the Library Department by project for FY2024.

Project	FY2024 Budget	FY2025 Budget
Eastside Library Construction – Garage	\$500,000	\$0
Central Library Faulkner Gallery AV Equipment Upgrade	145,000	0
Library Technology Replacement	187,450	263,000
Central Library Service Elevator Replacement	160,000	0
Central Library Roof Terrace Renovation	0	600,000
Central Library Faulkner Gallery Kitchen	90,000	0
Central Library Exterior Faulkner Doors	125,000	0
Central Library Historic Doors and Tympanum	250,000	0
Total	\$1,457,450	\$863,000

The table below summarizes the Measure C capital budget for the Parks & Recreation Department by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Payback to Fleet Replacement Fund for Cabrillo Pavilion	\$747,370	\$0
West Beach Splash Playground	250,000	0
Alameda Plaza Renovation	300,000	500,000
Alice Keck Park Memorial Garden	0	200,000
Central City Master Plan - Spencer Adams Park	0	500,000
Chase Palm Park Renovation	0	200,000
Dwight Murphy Field Renovation (match construction funds)	6,000,000	0
Franceschi Park Renovation	500,000	0
Hale Park Renovation/Open Space Management	0	150,000
Honda Valley Open Space Management	0	150,000
Median and Parkway Landscape Renovation	0	100,000
Municipal Tennis Center	500,000	0
Ortega Park Revitalization Project	0	500,000
Park Field Renewal and Irrigation	0	250,000
Park Restroom Renovation Program	0	150,000
Plaza del Mar Fencing	0	250,000
Park Infrastructure Safety Program	100,000	100,000
Playground Replacement Program	75,000	150,000
Trails and Walkways	100,000	100,000
Urban Forest Management Plan Implementation	250,000	250,000
Park & Recreation Equipment Replacement	337,000	269,000
Total	\$9,159,370	\$3,819,000

The table below summarizes the Measure C capital budget for the Police Department by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Police Equipment Replacement	\$450,000	\$450,000
New Police Station	2,000,000	1,500,000
Total	\$2,450,000	\$1,950,000

The table below summarizes the Measure C capital budget for the Public Work's Department by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Business Corridor Improvements	\$500,000	\$500,000
State Street Promenade Redesign	500,000	500,000
Total	\$1,000,000	\$1,000,000

The table below summarizes the Measure C capital budget for Facilities by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Radio System Upgrade Project	\$0	\$5,000,000
Facilities Renewal, Annual Sewer Lateral Repair	20,000	20,000
Facilities Renewal, Building Security Upgrades	150,000	150,000
Facilities Renewal, Flooring, Paint, and Finishes	100,000	100,000
Facilities Renewal, HVAC Maintenance & Replacement	300,000	300,000
Facilities Renewal, Miscellaneous Minor Facilities Projects	480,000	480,000
Paving at City Facilities	200,000	200,000
Total	\$1,250,000	\$6,250,000

The table below summarizes the Measure C capital budget for Streets by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Milpas Street Crosswalk Safety and Sidewalk Widening Project	\$500,000	\$0
Cliff Drive: Urban Highway to Complete Street Transformation Project	900,000	0
Westside and Lower West Active Transportation Plan Implementation	75,000	500,000
Corridor Improv: Lower State Street Connectivity Project	2,500,000	0
De La Vina Street Bridge Replacement Project	1,000,000	0
Drainage: Citywide Drainage Maintenance and Improvements (Annual)	400,000	0
Maintenance: Pavement Maintenance (Annual)	19,400,000	15,000,000
Drainage: Citywide Drainage Assessment	300,000	0
Pedestrian Enhancement: Sidewalk Infill (Annual)	100,000	100,000
Maintenance: Sidewalks (Annual)	1,150,000	1,150,000
Pedestrian Enhancement: Sidewalk Access Ramps (Annual)	750,000	750,000
Streetlights: Citywide Street Light Improvements Maint. & Repair	300,000	0
Traffic Signal Improvements	270,000	270,000
Traffic Signal Maintenance: Traffic Signal Maintenance Program	350,000	350,000
Total	\$27,995,000	\$18,120,000

The table below summarizes the Measure C capital budget for the Sustainability & Resilience Department by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Electric Vehicle Infrastructure (charger stations, zero emission policy)	\$0	\$150,000
Total	\$0	\$150,000

The table below summarizes the Measure C capital budget for the Community Development Department by project for FY2024 and FY2025.

Project	FY2024 Budget	FY2025 Budget
Homeless Response	\$500,000	\$0
Total	\$500,000	\$0

CONCLUSION

I am pleased to present the FY2024 operating and capital budget to the City Council. This budget is another challenging budget staff has developed, particularly given the rising costs for delivering the same level of services to the community and economic uncertainty. 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 priorities and targeted reductions in order to present a balanced budget. Similar to recently adopted budgets, the proposed budget may be impacted by continued economic uncertainty; however, the assumptions and projections are in line with economic indicators of a continued modest economic growth as well as being consistent with the City's fiscally conservative budget practices.

Prior to COVID-19, the City had been in good financial condition, with reserves at or close to policy recommended balances and able to slightly expand services. These reserves have been strategically leveraged in both FY2020 and FY2021 to minimize the service delivery impacts to the public, have largely replenished in FY2022 and FY2023 due to exercising strong fiscal discipline as well as realizing additional expenditure savings from vacant positions, but will likely need to be leveraged in FY2024 and beyond.

As staff prepared this budget, staff recognized the substantial economic hardships ahead for local community members and businesses, employees, and the City organization. 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 in a fiscally prudent way.

Respectfully submitted,



Rebecca J. Bjork
City Administrator



DIRECTORY OF CITY OFFICIALS



Randy Rowse
Mayor



Alejandra Gutierrez
Councilmember District 1
and Mayor Pro Tempore



Mike Jordan
Councilmember
District 2



Oscar Gutierrez
Councilmember
District 3



Kristen Sneddon
Councilmember
District 4



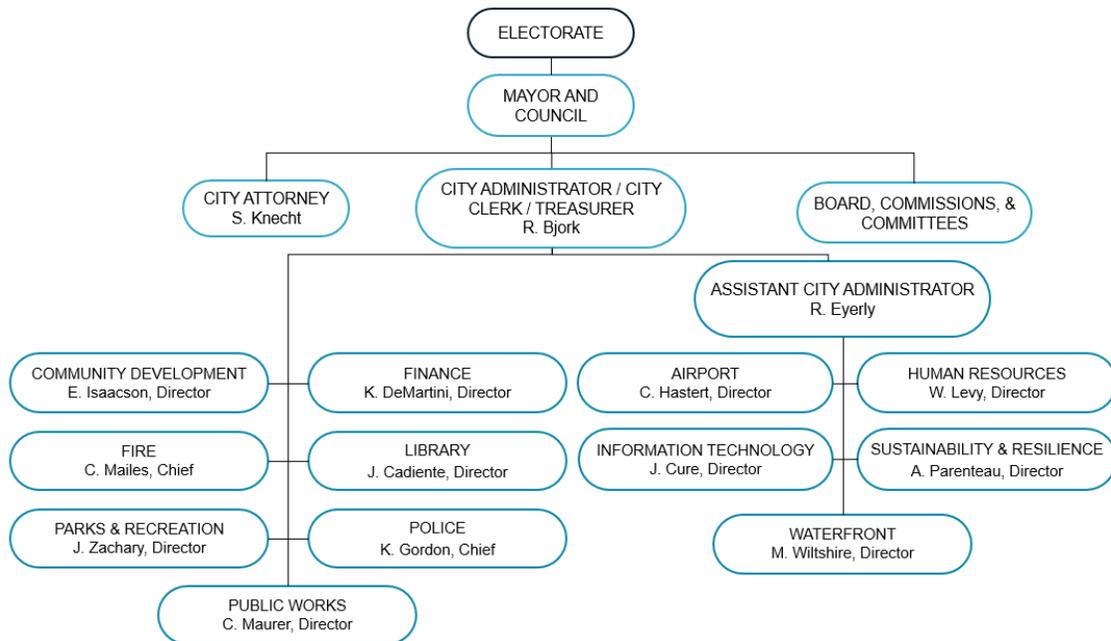
Eric Friedman
Councilmember
District 5



Meagan Harmon
Councilmember
District 6



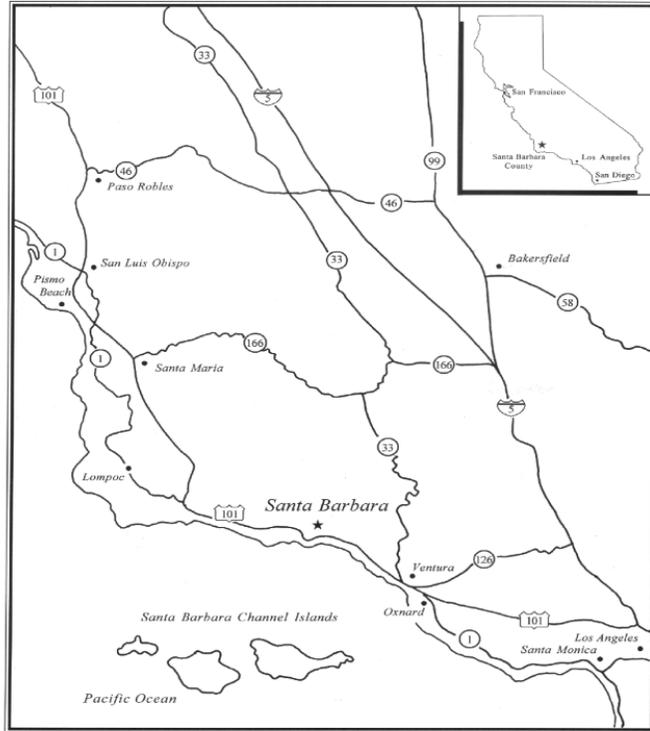
CITY OF SANTA BARBARA ORGANIZATIONAL CHART





AREA MAP

Santa Barbara Area Map





ABOUT THE CITY OF SANTA BARBARA

The City of Santa Barbara is located approximately 90 miles north of Los Angeles off the 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 Filipe 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 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.



SUMMARY OF FUNDS

Citywide Revenue by Fund

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$250,796,159	\$279,629,445	\$282,945,806	\$300,673,347
General Fund	\$194,910,652	\$185,962,874	\$203,717,241	\$212,395,583
Special Revenue Funds	\$48,843,597	\$91,960,705	\$39,048,988	\$36,449,509
Internal Services Funds	\$31,001,159	\$40,612,074	\$43,980,697	\$47,613,637
Measure C - Capital	\$30,824,430	\$28,399,413	\$0	\$0
General Fund-Capital	\$929,949	\$4,534,130	\$206,202	\$216,202
Fiduciary Funds	\$0	\$0	\$52,000	\$52,000
TOTAL	\$557,305,945	\$631,098,641	\$569,950,934	\$597,400,279

Citywide Expense by Fund

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$205,135,167	\$326,100,292	\$283,870,578	\$309,076,924
General Fund	\$182,310,585	\$199,940,309	\$222,845,252	\$214,877,710
Special Revenue Funds	\$47,790,540	\$81,188,680	\$54,861,561	\$53,938,536
Measure C - Capital	\$17,595,715	\$56,865,579	\$72,644,079	\$58,759,807
Internal Services Funds	\$41,540,635	\$44,578,392	\$46,625,162	\$52,335,577
General Fund-Capital	\$599,989	\$6,743,639	\$5,931,365	\$1,951,000
Fiduciary Funds	\$416,930	\$1,415,409	\$597,915	\$601,707
TOTAL	\$495,389,560	\$716,832,300	\$687,375,912	\$691,541,260



SUMMARY OF REVENUES BY FUND

Citywide Revenue

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$250,796,159	\$279,629,445	\$282,945,806	\$300,673,347
General Fund	\$194,910,652	\$185,962,874	\$203,717,241	\$212,395,583
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Internal Services Funds	\$31,001,159	\$40,612,074	\$43,980,697	\$47,613,637
Measure C - Capital	\$30,824,430	\$28,399,413	\$0	\$0
General Fund-Capital	\$929,949	\$4,534,130	\$206,202	\$216,202
Fiduciary Funds	\$0	\$0	\$52,000	\$52,000
TOTAL	\$557,305,945	\$631,098,641	\$569,950,934	\$597,400,279

Enterprise Funds

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Water Fund	\$97,602,414	\$90,896,967	\$90,908,346	\$101,651,388
Solid Waste Fund	\$34,141,048	\$34,272,920	\$38,162,021	\$39,175,630
SB Clean Energy	\$14,721,439	\$39,500,000	\$47,660,583	\$43,149,022
Wastewater Fund	\$31,490,776	\$40,211,965	\$33,308,452	\$36,930,527
Airport Operating Fund	\$36,190,960	\$35,222,434	\$31,734,569	\$34,075,856
Waterfront Fund	\$19,203,067	\$20,262,599	\$20,687,270	\$21,095,450
Downtown Parking Fund	\$8,522,454	\$11,401,488	\$12,268,643	\$15,905,893
Golf Course Fund	\$4,383,179	\$4,270,489	\$4,503,665	\$4,896,642
Airport PFC Fund	\$2,057,381	\$2,561,914	\$2,680,199	\$2,759,970
Airport CFC Fund	\$17,941	\$1,028,669	\$1,032,057	\$1,032,969
Air 19 DS	\$2,465,500	\$0	\$0	\$0
TOTAL	\$250,796,159	\$279,629,445	\$282,945,806	\$300,673,347

General Fund

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$194,910,652	\$185,962,874	\$203,717,241	\$212,395,583
TOTAL	\$194,910,652	\$185,962,874	\$203,717,241	\$212,395,583

Special Revenue Funds

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Streets Fund	\$26,680,305	\$46,272,755	\$15,351,393	\$15,785,528
Transportation Sales Tax Fund	\$7,315,345	\$9,377,570	\$6,732,471	\$5,269,483
Creek Restor/Water Quality Imp	\$5,028,933	\$4,845,513	\$6,047,071	\$6,376,480
Miscellaneous Grants Fund	\$2,091,713	\$12,722,394	\$259,861	\$310,402
Creek Restor/Wtr Qual-Capital	\$1,075,000	\$1,650,000	\$2,700,000	\$2,550,000
Disaster Fund	\$5,330	\$7,515,000	\$0	\$0
Comm. Development Block Grant	\$1,370,124	\$1,846,634	\$1,176,711	\$1,176,711
Federal Home Loan Program Fund	\$237,544	\$1,685,355	\$2,525,466	\$756,383
City Affordable Housing	\$1,410,814	\$1,377,700	\$1,194,700	\$1,144,600
Street Sweeping Fund	\$1,054,165	\$1,119,130	\$1,207,374	\$1,225,136
PLHA	\$453,109	\$1,479,302	\$550,000	\$550,000
County Library	\$948,008	\$446,729	\$222,458	\$222,458

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Wildland Fire Suppress Assesmt	\$295,118	\$299,442	\$299,442	\$299,442
Traffic Safety Fund	\$236,596	\$245,000	\$245,000	\$245,000
Police-Suppl Law Enf (SLESF)	\$232,516	\$218,104	\$218,104	\$218,104
Police Asset Forf and Grants	\$126,804	\$147,000	\$147,000	\$147,000
Disaster Recovery Initiative	\$0	\$525,000	\$0	\$0
Transportation Development Fd.	\$92,976	\$100,760	\$83,800	\$83,800
Computer Aided Dispatch Records Management System Fund	\$86,523	\$87,318	\$88,137	\$88,982
FEMA Reimbursement Funds	\$102,675	\$0	\$0	\$0
TOTAL	\$48,843,597	\$91,960,705	\$39,048,988	\$36,449,509

Internal Services Funds

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Self Insurance Trust Fund	\$10,101,595	\$17,067,765	\$17,330,117	\$20,566,360
Fleet Management Fund	\$6,096,674	\$7,113,503	\$8,669,707	\$8,760,533
Facilities Management Fund	\$6,910,392	\$7,314,899	\$7,296,218	\$7,528,979
Information Technology Fund	\$5,006,010	\$6,309,889	\$7,373,378	\$7,323,885
Energy Management	\$2,471,638	\$2,671,168	\$3,076,426	\$3,199,030
Police Equipment Replacmt Fund	\$100,000	\$100,000	\$200,000	\$200,000
Library Equipment Fund	\$180,000	\$0	\$0	\$0
Fire Equipment Replacement Fund	\$34,850	\$34,850	\$34,850	\$34,850
Energy Management Capital	\$100,000	\$0	\$0	\$0
TOTAL	\$31,001,159	\$40,612,074	\$43,980,697	\$47,613,637

Measure C - Capital

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Measure C	\$30,824,430	\$28,399,413	\$0	\$0
TOTAL	\$30,824,430	\$28,399,413	\$0	\$0

General Fund - Capital

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Outlay Fund	\$929,949	\$4,534,130	\$206,202	\$216,202
TOTAL	\$929,949	\$4,534,130	\$206,202	\$216,202

Fiduciary Funds

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revolving Rehab Loan Fund	\$0	\$0	\$52,000	\$52,000
TOTAL	\$0	\$0	\$52,000	\$52,000



SUMMARY OF EXPENDITURES BY FUND

Citywide Expense by Fund

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$205,135,167	\$344,450,988	\$274,414,403	\$306,672,813
General Fund	\$182,310,585	\$201,487,484	\$221,430,426	\$215,559,660
Special Revenue Funds	\$48,207,470	\$106,761,422	\$44,611,204	\$41,152,492
Internal Services Funds	\$41,540,635	\$45,820,977	\$46,526,907	\$48,073,858
Measure C - Capital	\$17,595,715	\$55,331,334	\$44,378,221	\$32,672,000
General Fund-Capital	\$599,989	\$9,584,069	\$3,671,000	\$471,000
Fiduciary Funds	\$0	\$0	\$34,591	\$37,059
TOTAL	\$495,389,560	\$763,436,274	\$635,066,752	\$644,638,881

Enterprise Funds

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Water Fund	\$78,372,108	\$126,305,663	\$91,490,872	\$106,453,401
Wastewater Fund	\$25,776,398	\$48,625,805	\$33,487,461	\$38,611,504
Airport Operating Fund	\$27,531,470	\$49,878,869	\$31,359,048	\$33,277,413
Solid Waste Fund	\$29,508,603	\$34,958,987	\$38,205,773	\$38,990,831
SB Clean Energy	\$16,021,443	\$38,967,298	\$38,974,045	\$41,472,603
Waterfront Fund	\$14,041,014	\$24,964,038	\$20,608,478	\$21,436,236
Downtown Parking Fund	\$8,283,843	\$12,791,318	\$12,492,550	\$17,958,875
Golf Course Fund	\$3,495,480	\$4,390,546	\$4,083,919	\$4,679,010
Airport PFC Fund	\$909,750	\$2,561,914	\$2,680,199	\$2,759,970
Airport CFC Fund	\$4,117	\$1,004,550	\$1,032,057	\$1,032,969
Air 19 DS	\$1,190,942	\$2,000	\$0	\$0
TOTAL	\$205,135,167	\$344,450,988	\$274,414,403	\$306,672,813

General Fund

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$182,310,585	\$201,487,484	\$221,430,426	\$215,559,660
TOTAL	\$182,310,585	\$201,487,484	\$221,430,426	\$215,559,660

Special Revenue Fund Expenses

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Streets Fund	\$27,964,603	\$45,464,157	\$18,039,244	\$18,160,283
Transportation Sales Tax Fund	\$5,568,333	\$13,375,016	\$7,926,142	\$6,165,216
Creek Restor/Water Quality Imp	\$3,557,946	\$5,257,724	\$6,445,355	\$6,351,347
Miscellaneous Grants Fund	\$1,679,038	\$14,178,746	\$565,824	\$622,445
Creek Restor/Wtr Qual-Capital	\$1,584,277	\$9,483,905	\$2,700,000	\$2,550,000
Disaster Fund	\$13,484	\$7,536,420	\$0	\$0
City Affordable Housing	\$2,627,870	\$2,242,955	\$1,287,811	\$1,344,158
Comm. Development Block Grant	\$1,391,740	\$2,448,829	\$1,223,101	\$1,175,117
Federal Home Loan Program Fund	\$246,350	\$1,651,679	\$2,528,817	\$759,637
Street Sweeping Fund	\$1,076,105	\$1,155,616	\$1,304,769	\$1,383,000
PLHA	\$416,930	\$1,415,409	\$548,953	\$547,714
County Library	\$988,262	\$499,544	\$491,965	\$506,212

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Police-Suppl Law Enf (SLESF)	\$232,516	\$245,505	\$483,197	\$499,129
Wildland Fire Suppress Assesmt	\$261,347	\$306,326	\$325,997	\$332,909
Police Asset Forf and Grants	\$251,753	\$244,517	\$323,002	\$337,541
Traffic Safety Fund	\$236,596	\$245,000	\$245,000	\$245,000
Disaster Recovery Initiative	\$0	\$525,000	\$0	\$0
Transportation Development Fd.	\$157	\$254,773	\$83,800	\$83,800
Computer Aided Dispatch Records Management System Fund	\$44,731	\$88,228	\$88,228	\$88,982
FEMA Reimbursement Funds	\$65,433	\$142,073	\$0	\$0
TOTAL	\$48,207,470	\$106,761,422	\$44,611,204	\$41,152,492

Internal Services Funds

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Outlay Fund	\$599,989	\$9,584,069	\$3,671,000	\$471,000
TOTAL	\$599,989	\$9,584,069	\$3,671,000	\$471,000

Measure C - Capital

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Measure C	\$17,595,715	\$55,331,334	\$44,378,221	\$32,672,000
TOTAL	\$17,595,715	\$55,331,334	\$44,378,221	\$32,672,000

General Fund - Capital

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$182,310,585	\$201,487,484	\$221,430,426	\$215,559,660
TOTAL	\$182,310,585	\$201,487,484	\$221,430,426	\$215,559,660

Fiduciary Funds

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revolving Rehab Loan Fund	\$0	\$0	\$34,533	\$37,001
Successor Agency (Former Redev. Agency)	\$0	\$0	\$58	\$58
TOTAL	\$0	\$0	\$34,591	\$37,059



AUTHORIZED POSITIONS

AUTHORIZED POSITIONS BY DEPARTMENT

Department	Adopted FY2023	Recommended FY2024	Recommended FY2025
Airport Department	71.00	73.00	73.00
City Administrator's Office	14.00	14.00	14.00
City Attorney's Office	16.75	16.75	16.75
Community Development Department	82.00	82.00	82.00
Finance Department	38.50	37.50	37.50
Fire Department	104.00	104.00	104.00
Human Resources Department	11.00	11.00	11.00
Information Technology	22.00	22.00	22.00
Library Department	39.00	30.25	39.00
Mayor & Council	8.00	8.00	8.00
Parks & Recreation Department	91.10	91.80	91.80
Police Department	211.00	210.00	210.00
Public Works Department	304.65	310.65	309.65
Sustainability and Resilience Department	17.15	27.20	18.45
Waterfront Department	47.00	47.00	47.00
City Total (FTEs)	1,077.15	1,085.15	1,084.15



AUTHORIZED POSITIONS

AUTHORIZED POSITIONS BY FUND

Department	Adopted FY2023	Recommended FY2024	Recommended FY2025
General Fund			
City Administrator's Office	14.00	14.00	14.00
City Attorney's Office	16.75	16.75	16.75
Community Development Department	75.13	75.13	75.13
Finance Department	34.32	33.32	33.32
Fire Department	103.00	103.00	103.00
Human Resources Department	11.00	11.00	11.00
Library Department	35.30	35.30	35.30
Mayor & Council	8.00	8.00	8.00
Parks & Recreation Department	81.50	81.50	81.50
Police Department	208.78	207.78	207.78
Public Works Department	54.70	59.70	59.70
General Fund Subtotal	642.48	645.48	645.48

Department	Adopted FY2023	Recommended FY2024	Recommended FY2025
Enterprise Fund			
Airport Operating Fund	71.00	73.00	73.00
City Affordable Housing	4.40	4.40	4.40
Comm. Development Block Grant	0.85	0.85	0.85
County Library	1.10	1.10	1.10
Creek Restoration/Water Quality Imp.	9.10	9.80	9.80
Downtown Parking Fund	23.90	23.90	23.90
Energy Management	4.50	4.50	4.50
Facilities Management Fund	37.75	37.75	37.75
Federal Home Loan Program Fund	0.34	0.34	0.34
Fleet Maintenance Fund	11.80	11.80	11.80
Fleet Replacement Fund	1.45	1.45	1.45
Gold Course Fund	0.50	0.50	0.50
Information Technology Fund	22.00	22.00	22.00
Measure A	8.10	8.10	12.50
Misc. Grants - Library	2.60	2.60	2.60
Perm Local Housing Alloc Fund	1.10	1.10	1.10
Police Asset Forf and Grants	1.22	1.22	1.22
Police-Suppl Law Enf (SLESF)	1.00	1.00	1.00
Revolving Rehab Loan Fund	0.18	0.18	0.18
SB Clean Energy	2.15	2.65	2.65
Self Insurance Trust Fund	4.18	4.18	4.18
Solid Waste Fund	10.50	11.30	11.30
Street Sweeping Fund	0.30	0.30	0.30
Streets Fund	37.10	38.10	32.70
Wastewater Operating Fund	52.90	52.90	52.90
Water Operating Fund	76.65	76.65	76.65
Waterfront Operating Fund	47.00	47.00	47.00
Wildland Fire Suppress Assessment	1.00	1.00	1.00
Enterprise Fund Subtotal	434.67	439.67	438.67
CITY TOTAL	1,077.15	1,085.15	1,084.15



GENERAL FUND & MEASURE C CAPITAL BUDGET (BY DEPARTMENT) FOR FISCAL YEAR 2024 & 2025

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Information Technology										
	Citywide EOC Technology & Equipment Upgrades	\$100,000								\$100,000
	Fire Station 1 Data Center Improvements	\$150,000		\$250,000						\$400,000
	Infrastructure Replacements	\$145,000		\$130,000		\$300,000	\$150,000	\$84,000	\$100,000	\$909,000
	Applications Business Continuity Cloud Migration & Upgrades	\$150,000		\$50,000		\$50,000	\$50,000	\$50,000	\$50,000	\$400,000
	Business Application Bridge Fund	\$50,000		\$50,000		\$50,000	\$50,000	\$50,000	\$50,000	\$300,000
	Property & Asset Database & Audit			\$500,000						\$500,000

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Fire										
	New Fire Station 7 Building								\$9,222,100	\$9,222,100
	Emergency Response Equipment Replacement		\$370,000		\$370,000	\$370,000	\$370,000	\$370,000	\$1,400,000	\$3,250,000
	Emergency Vehicle Electronic Infrastructure Upgrades		\$196,400							\$196,400
	Emergency Vehicle Traffic Signal Preemption System Replacement					\$60,000				\$60,000

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Library										
	Eastside Library Construction - Garage		\$500,000							\$500,000
	Central Library Faulkner Gallery AV Equipment Upgrade		\$145,000							\$145,000
	Library Technology Replacement		\$187,450		\$263,000	\$56,252	\$58,502	\$60,842		\$626,046
	Central Library Service Elevator Replacement		\$160,000							\$160,000
	Central Library Roof Terrace Renovation				\$600,000					\$600,000
	Central Library Faulkner Gallery Kitchen		\$90,000			\$810,000				\$900,000
	Central Library Exterior Faulkner Doors		\$125,000							\$125,000
	Central Library Historic Doors and Tympanum		\$250,000							\$250,000
	Central Library Upper Level Renovation					\$975,000	\$8,775,000			\$9,750,000
	Central Library Fire Protection					\$1,500,000				\$1,500,000
	Eastside Library Masterplan - Construction					\$1,500,000				\$1,500,000

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Parks and Recreation										
	Payback to Fleet Replacement Fund for Cabrillo Pavilion		\$747,370							\$747,370
	West Beach Splash Playground		\$250,000				\$2,500,000			\$2,750,000
	Alameda Plaza Renovation		\$300,000		\$500,000					\$800,000
	Alice Keck Park Memorial Garden				\$200,000	\$200,000		\$750,000	\$500,000	\$1,650,000
	Carrillo Gym Renovation - Fac						\$2,000,000			\$2,000,000
	Central City Master Plan - Spencer Adams Park				\$500,000		\$500,000		\$20,000,000	\$21,000,000
	Chase Palm Park Renovation				\$200,000		\$1,000,000			\$1,200,000
	Dwight Murphy Field Renovation (match construction funds)		\$6,000,000							\$6,000,000
	Franceschi Park Renovation		\$500,000				\$5,000,000			\$5,500,000
	Hale Park Renovation/Open Space Management				\$150,000	\$250,000			\$450,000	\$850,000
	Honda Valley Open Space Management				\$150,000	\$250,000	\$500,000			\$900,000
	Median and Parkway Landscape Renovation				\$100,000	\$100,000	\$100,000	\$100,000	\$2,500,000	\$2,900,000
	Municipal Tennis Center		\$500,000			\$1,000,000			\$10,000,000	\$11,500,000
	Ortega Park Revitalization Project				\$500,000	\$7,000,000				\$7,500,000
	Park and Recreation Master Plan					\$250,000				\$250,000
	Park Field Renewal and Irrigation				\$250,000	\$250,000	\$250,000	\$250,000	\$1,000,000	\$2,000,000
	Park Restroom Renovation Program				\$150,000	\$150,000	\$150,000	\$150,000		\$600,000
	Plaza del Mar Fencing					\$250,000				\$250,000
	Park Infrastructure Safety Program		\$100,000		\$100,000	\$100,000	\$100,000	\$100,000	\$1,000,000	\$1,500,000
	Playground Replacement Program		\$75,000		\$150,000	\$225,000	\$75,000	\$250,000	\$1,000,000	\$1,775,000
	Plaza Vera Cruz Renovation					\$250,000	\$1,000,000			\$1,250,000
	Trails and Walkways		\$100,000		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
	Urban Forest Management Plan Implementation		\$250,000		\$250,000	\$250,000	\$250,000	\$250,000	\$250,000	\$1,500,000
	Park & Recreation Equipment Replacement		\$337,000		\$269,000	\$300,000	\$300,000	\$300,000		\$1,506,000
	Westside Neighborhood Center Rehabilitation					\$500,000			\$10,000,000	\$10,500,000

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Police	New Police Station (Debt Issuance)					\$4,908,900	\$8,365,500	\$8,362,800	\$217,462,000	\$239,099,200
	Police Equipment Replacement		\$450,000		\$450,000	\$450,000	\$450,000	\$450,000		\$2,250,000
	New Police Station		\$2,000,000		\$1,500,000					\$3,500,000

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Public Works	Business Corridor Improvements		\$500,000		\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$3,000,000
	ADA - Transition Plan Implementation	\$250,000		\$250,000		\$250,000			\$250,000	\$1,000,000
	ADA - Walkways and Building Pathways	\$100,000		\$100,000		\$100,000			\$100,000	\$400,000
	State Street Promenade Redesign		\$500,000		\$500,000	\$500,000			\$80,000,000	\$81,500,000
	Facilities									
	Radio System Upgrade Project	\$2,700,000			\$5,000,000	\$4,300,000				\$12,000,000
	Facilities Renewal, Annual Sewer Lateral Repair		\$20,000		\$20,000					\$40,000
	Facilities Renewal, Building Security Upgrades		\$150,000		\$150,000					\$300,000
	Facilities Renewal, Flooring, Paint, and Finishes		\$100,000		\$100,000					\$200,000
	Facilities Renewal, HVAC Maintenance & Replacement		\$300,000		\$300,000					\$600,000
	Facilities Renewal, Miscellaneous Minor Facilities Projects		\$480,000		\$480,000					\$960,000
	Paving at City Facilities		\$200,000		\$200,000					\$400,000
	Streets									
	Milpas Street Crosswalk Safety and Sidewalk Widening Project		\$500,000			\$250,000	\$500,000	\$500,000		\$1,750,000
	Cliff Drive: Urban Highway to Complete Street Transformation Project		\$900,000			\$960,000	\$1,832,000	\$1,908,000		\$5,600,000
	Westside and Lower West Active Transportation Plan Implementation		\$75,000		\$500,000	\$500,000	\$625,000	\$500,000		\$2,200,000
	Corridor Improv: Lower State Street Connectivity Project		\$2,500,000							\$2,500,000
	De La Vina Street Bridge Replacement Project		\$1,000,000							\$1,000,000
	Drainage: Citywide Drainage Maintenance and Improvements (Annual)		\$400,000			\$400,000	\$400,000	\$400,000	\$400,000	\$2,000,000
	Maintenance: Pavement Maintenance (Annual)		\$19,400,000		\$15,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$114,400,000
	Drainage: Citywide Drainage Assessment		\$300,000			\$300,000	\$100,000			\$700,000
	Pedestrian Enhancement: Sidewalk Infill (Annual)		\$100,000		\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$600,000
	Maintenance: Sidewalks (Annual)		\$1,150,000		\$1,150,000	\$1,150,000				\$3,450,000
	Pedestrian Enhancement: Sidewalk Access Ramps (Annual)		\$750,000		\$750,000	\$750,000			\$750,000	\$3,000,000
	Streetlights: Citywide Street Light Improvements Maint. & Repair		\$300,000							\$300,000
	Traffic Signal Improvements		\$270,000		\$270,000	\$270,000			\$270,000	\$1,080,000
	Traffic Signal Maintenance: Traffic Signal Maintenance Program		\$350,000		\$350,000	\$350,000			\$350,000	\$1,400,000

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Sustainability & Resilience	Electric Vehicle Infrastructure (Charger stations, zero emission policy)				\$150,000	\$150,000	\$150,000	\$150,000		\$600,000

Dept	Project Description	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
		General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Community Development	Homeless Response		\$500,000							\$500,000

	FY2024 Budget		FY2025 Budget		CAPITAL PLAN				
	General Fund	Measure C	General Fund	Measure C	FY2026	FY2027	FY2028	Future Needs	Total
Total	\$3,645,000	\$44,378,220	\$1,330,000	\$32,522,000	\$53,035,152	\$56,301,002	\$35,735,642	\$377,804,100	\$604,751,116



ENTERPRISE & OTHER FUNDS CAPITAL BUDGET (BY DEPARTMENT) FOR FISCAL YEAR 2024 & 2025

Dept	Project Description	FY2024 Budget	FY2025 Budget	CAPITAL PLAN Total
Airport				
	Airline Terminal Improvements	\$100,000	\$100,000	\$200,000
	Lessee Building Maintenance	\$150,000	\$150,000	\$300,000
	South Airfield Development	\$100,000	\$1,000,000	\$1,100,000
	FAA AIP Grant Funded Projects Pre-Funding	\$94,585	\$594,398	\$688,983
	Passenger Boarding Bridget Reno & Maint	\$75,000	\$75,000	\$150,000
	495 Fairview Hangar Projects	\$600,000	\$100,000	\$700,000
	Airport Admin Building Improvements	\$150,000	\$0	\$150,000
	Airport Streets	\$150,000	\$150,000	\$300,000
	Airport Infrastructure Maintenance	\$50,000	\$50,000	\$100,000
	Crash Phone Replacement	\$50,000	\$0	\$50,000
	AOA Pavement Maintenance	\$150,000	\$150,000	\$300,000

Dept	Project Description	FY2024 Budget	FY2025 Budget	CAPITAL PLAN Total
Parks & Recreation				
	Player Course Improvements	\$65,000	\$65,000	\$130,000
	Power Turf Equipment	\$75,000	\$75,000	\$150,000
	Golf-Course Imprvmnt Plan Project	\$10,000	\$235,000	\$245,000
	Golf Club Infrastructure Renewal	\$150,000	\$150,000	\$300,000

Dept	Project Description	FY2024 Budget	FY2025 Budget	CAPITAL PLAN Total
Sustainability & Resilience				
<u>Creek Restoration/Water Quality Capital</u>				
	Lower Arroyo Burro Restoration	\$200,000	\$200,000	\$400,000
	San Roque Creek Restoration	\$0	\$150,000	\$150,000
	Rattlesnake Creek Restoration Project	\$100,000	\$200,000	\$300,000
	Upper MC Restoration Project	\$150,000	\$250,000	\$400,000
	OMC at West Figueroa	\$150,000	\$250,000	\$400,000
	Lower Mission Creek Restoration	\$500,000	\$300,000	\$800,000
	Las Positas Creek Restoration	\$250,000	\$300,000	\$550,000
	Mid-Arroyo Burro Restoration	\$100,000	\$200,000	\$300,000
	Low Impact Development Demonst	\$150,000	\$150,000	\$300,000
	Bacterial Reduction Program	\$50,000	\$50,000	\$100,000
	Sycamore Creek Watershed Restoration	\$250,000	\$250,000	\$500,000
	MC Restoration At Oak Park	\$550,000	\$0	\$550,000
	Arroyo Burro Restor Palermo Dr	\$250,000	\$250,000	\$500,000

Dept	Project Description	FY2024 Budget	FY2025 Budget	CAPITAL PLAN Total
Information Technology				
	Network Infrastructure	\$145,000	\$130,000	\$275,000
	Desktop Computer Replacement	\$240,830	\$240,830	\$481,660
	Fire Station 1 Comp Rm Upgrade	\$150,000	\$250,000	\$400,000
	Fire Station 1 EOC	\$100,000	\$0	\$100,000
	App. Busi. Continuity Cloud Upgrade	\$150,000	\$50,000	\$200,000
	Business Application Bridge Fund	\$50,000	\$50,000	\$100,000

Dept	Project Description	FY2024 Budget	FY2025 Budget	CAPITAL PLAN Total
Waterfront				
	Harbor Way Conceptual Design	\$75,000	\$25,000	\$100,000
	Marina Annual Maintenance Repair Program	\$470,000	\$500,000	\$970,000
	Stearns Wharf Annual Repair Program	\$500,000	\$500,000	\$1,000,000
	Waterfront Fire Alarm Systems	\$125,000	\$0	\$125,000
	Repower Harbor Patrol Vessels	\$90,000	\$150,000	\$240,000
	Sustainability Measures	\$50,000	\$50,000	\$100,000
	Parking Self Pay System	\$90,000	\$90,000	\$180,000
	Harbor Parking Lot Improvement	\$100,000	\$100,000	\$200,000

Dept	Project Description	FY2024 Budget	FY2025 Budget	CAPITAL PLAN Total
Public Works				
	<u>Streets Capital Fund</u>			
	Overlays	\$4,064,227	\$4,411,022	\$8,475,249
	<u>Water Capital Fund</u>			
	Cater Treatment Plant Equipment	\$367,500	\$536,000	\$903,500
	Water Meter Replacement Program	\$165,000	\$171,000	\$336,000
	Main Replacement	\$13,833,000	\$11,510,000	\$25,343,000
	Recycled Water/City Facilities	\$105,000	\$110,000	\$215,000
	Ground Water Development	\$210,000	\$460,500	\$670,500
	Sea-Level Rise Adaptation Program	\$50,000	\$50,000	\$100,000
	Desalination Facility	\$600,000	\$6,200,000	\$6,800,000
	Pump Station Rehab	\$210,000	\$220,500	\$430,500
	Distribution Reservoir Maint Program	\$655,000	\$1,090,500	\$1,745,500
	<u>Measure A Capital Fund</u>			
	Carpinteria Street Bridge Replacement Project	\$735,514	\$0	\$735,514
	Traffic Safety/Capacity Improvements	\$98,378	\$0	\$98,378
	Bridge Preventative Maintenance Project	\$50,000	\$50,000	\$100,000
	Post Bridge Construction Monitoring	\$50,000	\$50,000	\$100,000
	Mission Creek Flood Control	\$25,000	\$0	\$25,000
	Sidewalk Repairs	\$100,000	\$0	\$100,000
	Sidewalk Access Ramps	\$100,000	\$0	\$100,000
	<u>Downtown Parking Fund</u>			
	Amtrak Bldg Column Repair	\$0	\$225,000	\$225,000
	Lot 6 Roof Repair	\$300,000	\$0	\$300,000
	Lot 7 Roof Repair	\$147,000	\$0	\$147,000
	Lot 11 Trellis Repair	\$0	\$100,000	\$100,000
	Parking Garages Floor & Deck	\$0	\$325,000	\$325,000
	Rey Rd. Public Parking Lot Improvement	\$0	\$50,000	\$50,000
	Lot 9 Roof Deck Repair	\$0	\$250,000	\$250,000
	Pavement Surface & Paseo Maintenance	\$250,000	\$250,000	\$500,000
	Revenue Control System		\$1,560,000	\$1,560,000
	ADA Compliance	\$30,000	\$0	\$30,000
	Parking Lot Maintenance (Parking Fund)	\$150,000	\$200,000	\$350,000
	<u>Wastewater Capital Fund</u>			
	El Estero Equipment Rehab	\$500,000	\$800,000	\$1,300,000
	Sanitary Sewer Overflow Compliance	\$2,065,000	\$2,225,000	\$4,290,000
	El Estero Strategic Plan Imple	\$500,000	\$550,000	\$1,050,000
	WW Lift Station Rehabilitation	\$500,000	\$1,300,000	\$1,800,000
	Sea-Level Rise Adaptation Program	\$50,000	\$50,000	\$100,000
	Sanitary Sewer Cap Improvement Program	\$550,000	\$1,000,000	\$1,550,000

	FY2024 Budget	FY2025 Budget	CAPITAL PLAN Total
Total	\$33,466,034	\$41,324,750	\$74,790,784



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 THE 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.

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 FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$40,731,782	\$38,813,017	\$35,446,826	\$37,868,795
Expenses	\$29,636,278	\$53,447,333	\$35,071,304	\$37,070,352
REVENUES LESS EXPENSES	\$11,095,504	-\$14,634,316	\$375,522	\$798,443

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	\$23,507,684	\$26,910,035	\$28,727,133	\$30,364,742
Internal Charges	\$8,693,634	\$5,527,538	\$2,919,585	\$3,619,398
Service Charges	\$2,155,972	\$3,539,514	\$3,617,368	\$3,695,889
Intergov-Fed and State	\$6,188,762	\$1,926,202	\$0	\$0
Other Revenues	\$185,729	\$176,728	\$182,739	\$188,767
Revenues	\$0	\$733,000	\$0	\$0
TOTAL	\$40,731,782	\$38,813,017	\$35,446,826	\$37,868,795

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$8,176,185	\$10,508,214	\$9,768,111	\$9,701,023
Transfers	\$8,560,296	\$8,019,710	\$5,773,508	\$6,493,931
Salaries	\$5,696,826	\$6,876,690	\$7,650,804	\$7,978,198
Capital Equip & Projects	\$1,212,944	\$15,749,036	\$1,669,585	\$2,369,398
Allocated Costs	\$2,488,355	\$2,897,451	\$3,369,035	\$3,674,804
Benefits	\$1,314,154	\$3,400,002	\$3,760,573	\$3,902,252
Debt Service	\$1,410,000	\$2,004,184	\$2,120,469	\$1,981,526
Special Projects	\$815,622	\$3,704,447	\$782,500	\$792,500
Non-Capital Equipment	\$150,720	\$287,598	\$176,720	\$176,720
Other	-\$188,823	\$0	\$0	\$0
TOTAL	\$29,636,278	\$53,447,333	\$35,071,304	\$37,070,352

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENSES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Airport Operating Fund	\$36,190,960	\$35,222,434	\$31,734,569	\$34,075,856
Airport PFC Fund	\$2,057,381	\$2,561,914	\$2,680,199	\$2,759,970
Airport CFC Fund	\$17,941	\$1,028,669	\$1,032,057	\$1,032,969
Air 19 DS	\$2,465,500	\$0	\$0	\$0
TOTAL	\$40,731,782	\$38,813,017	\$35,446,826	\$37,868,795

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Airport Operating Fund	\$27,531,470	\$49,878,869	\$31,359,048	\$33,277,413
Airport PFC Fund	\$909,750	\$2,561,914	\$2,680,199	\$2,759,970
Airport CFC Fund	\$4,117	\$1,004,550	\$1,032,057	\$1,032,969
Air 19 DS	\$1,190,942	\$2,000	\$0	\$0
TOTAL	\$29,636,278	\$53,447,333	\$35,071,304	\$37,070,352

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

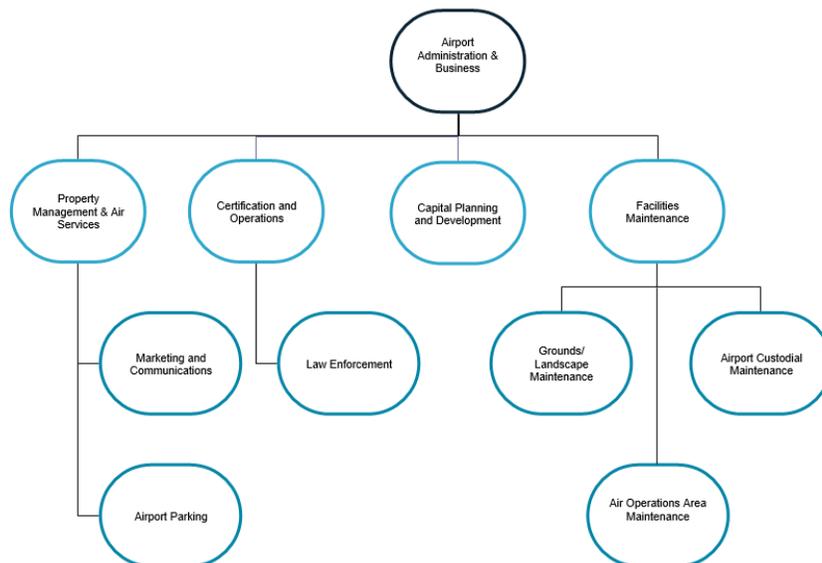
INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Administer a safe, secure, and efficient airport by developing and supporting world-class facilities that meet community demand.	Situational Response: Ensure zero letters of correction from FAA and TSA	Numeric Value	0.00
Innovation	Administer a safe, secure, and efficient airport by developing and supporting world-class facilities that meet community demand.	Safety Procedure Enhancements: Implement the goal of a specific number of injury-free days	Numeric Value	0.00
Innovation	Administer a safe, secure, and efficient airport by developing and supporting world-class facilities that meet community demand.	Operational Changes: Encourage at least five Online Training over Live Training, and Electrification of Fleet	Numeric Value	5.00
Innovation	Administer a safe, secure, and efficient airport by developing and supporting world-class facilities that meet community demand.	New Software/Programs: Implement at least one, such as a Safety Management System (SMS) program	Numeric Value	5.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Administer a safe, secure, and efficient airport by developing and supporting world-class facilities that meet community demand.	Identify New Ways of Doing Business: Explore at least five new opportunities with Commercial Aviation, GA, Non-aeronautical lines of business	Numeric Value	5.00
Organizational Optimization	Respond to the needs and concerns of the community by sustaining open and honest governance.	External Communication: Utilize at least five announcements for each outlets such as the Airport's website, Everbridge, and Public Meetings/Collaborations to communicate effectively with the public	Numeric Value	5.00
Organizational Optimization	Respond to the needs and concerns of the community by sustaining open and honest governance.	Lease or Fee Facilitation/Transparency: Standardize leases and fees for greater transparency with a goal of having 5% of all leases done in the first year	Numeric Value	4.00
Organizational Optimization	Respond to the needs and concerns of the community by sustaining open and honest governance.	Programmatic Changes: Establish an Airport Noise Advisory Committee to address concerns related to noise compliance and hold at least four annual meetings	Numeric Value	4.00
Organizational Optimization	Respond to the needs and concerns of the community by sustaining open and honest governance.	Collaboration Opportunities: Hold at least four specific number of Public Meetings/Collaborations with neighboring agencies	Numeric Value	4.00
Thriving Workforce	Create a fulfilling working environment for everyone at the Santa Barbara Airport by providing training and development opportunities.	Internal Communication: Implement project-specific goals, such as the implementation of teams, and keep the board updated. Improve Everbridge communication platform	Percent	75.00
Thriving Workforce	Create a fulfilling working environment for everyone at the Santa Barbara Airport by providing training and development opportunities.	Tenant Satisfaction: Conduct satisfaction surveys with 80% or higher satisfaction rate	Percent	80.00
Thriving Workforce	Create a fulfilling working environment for everyone at the Santa Barbara Airport by providing training and development opportunities.	Training Opportunities: Utilize 75% of the allocated budget to Training, Meetings & Travel	Percent	75.00
				262.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Airport Administration
- Airport Business & Property Management
- Airport Marketing & Communications

- Airport Facilities Maintenance
- Air Operations Area Maintenance
- Airport Law Enforcement
- Airport Certification & Operations
- Airport Facility Planning & Development



AIRPORT ADMINISTRATION

Provide vision and leadership to Airport Department programs while maintaining a strong financial position through prudent fiscal management practices to ensure 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.

Supervise the accounting and financial management functions of the department.

Administer the Federal Aviation Administration Airport Improvement Program grants for Airport Capital improvements.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-Administration	4.25	4.25	5.00	5.00
FTE COUNT	4.25	4.25	5.00	5.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$8,030,383	\$1,999,984	\$2,790,602	\$2,807,832
Expenses	\$9,791,841	\$10,664,470	\$8,953,275	\$9,808,088
REVENUES LESS EXPENSES	-\$1,761,458	-\$8,664,486	-\$6,162,673	-\$7,000,256

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$5,907,498	\$437,036	\$0	\$0
Internal Charges	\$2,602,182	\$53,000	\$1,000,000	\$1,000,000
Service Charges	\$150	\$1,000,000	\$1,000,000	\$1,000,000
Use Of Money & Prpty	-\$504,708	\$483,679	\$763,545	\$779,963
Other Revenues	\$25,261	\$26,269	\$27,057	\$27,869
TOTAL	\$8,030,383	\$1,999,984	\$2,790,602	\$2,807,832

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Transfers	\$7,501,114	\$6,657,882	\$4,863,508	\$5,583,931
Allocated Costs	\$1,707,837	\$2,074,473	\$2,342,519	\$2,640,824
Salaries	\$472,654	\$577,646	\$686,580	\$728,032
Debt Service	\$1,410,000	\$352,270	\$350,270	\$131,556
Supplies & Services	\$257,323	\$707,555	\$379,883	\$379,883
Non-Capital Equipment	\$7,943	\$1,000	\$1,000	\$1,000
Special Projects	\$440	\$1,000	\$1,000	\$1,000
Other	-\$188,823	\$0	\$0	\$0
Benefits	-\$1,376,648	\$292,645	\$328,515	\$341,861
TOTAL	\$9,791,841	\$10,664,470	\$8,953,275	\$9,808,088



PROPERTY MANAGEMENT & AIR SERVICES

Manage fixed assets to insure the Airport's economic self-sufficiency

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.

Administer the management contract for the public parking facilities at the Airline Terminal.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-Bus. & Property Mgmt	3.75	3.75	2.75	2.75
FTE COUNT	3.75	3.75	2.75	2.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$19,384,136	\$20,674,314	\$21,634,919	\$22,626,687
Expenses	\$710,487	\$1,035,078	\$1,072,545	\$749,299
REVENUES LESS EXPENSES	\$18,673,650	\$19,639,236	\$20,562,374	\$21,877,388

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	\$19,292,074	\$20,625,926	\$21,582,915	\$22,572,578
Other Revenues	\$81,269	\$48,388	\$50,335	\$52,390
Internal Charges	\$9,435	\$0	\$0	\$0
Service Charges	\$1,358	\$0	\$1,669	\$1,719
TOTAL	\$19,384,136	\$20,674,314	\$21,634,919	\$22,626,687

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$344,054	\$342,082	\$441,207	\$360,271
Supplies & Services	\$117,844	\$464,044	\$412,836	\$162,836
Benefits	\$193,571	\$191,453	\$183,309	\$190,999
Allocated Costs	\$28,855	\$34,815	\$34,193	\$34,193

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Transfers	\$24,315	\$0	\$0	\$0
Non-Capital Equipment	\$1,847	\$2,685	\$1,000	\$1,000
TOTAL	\$710,487	\$1,035,078	\$1,072,545	\$749,299



AIRPORT MARKETING & COMMUNICATIONS

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-Marketing & Communicat	2.00	2.00	2.00	2.00
FTE COUNT	2.00	2.00	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$2,891	\$0	\$0	\$0
Expenses	\$730,230	\$966,402	\$976,971	\$999,320
REVENUES LESS EXPENSES	-\$727,338	-\$966,402	-\$976,971	-\$999,320

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$2,891	\$0	\$0	\$0
TOTAL	\$2,891	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$552,386	\$615,884	\$643,936	\$643,936
Salaries	\$95,252	\$186,391	\$201,839	\$219,721
Benefits	\$69,758	\$102,261	\$105,388	\$109,854
Special Projects	\$3,730	\$44,500	\$11,500	\$11,500
Allocated Costs	\$5,092	\$9,366	\$11,309	\$11,309
Non-Capital Equipment	\$4,012	\$8,000	\$3,000	\$3,000
TOTAL	\$730,230	\$966,402	\$976,971	\$999,320



AIRPORT FACILITIES MAINTENANCE

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-Custodial Maint	9.45	10.45	10.45	10.45
Airport-Grnds &Landscape Maint	2.35	2.35	2.35	2.35
Airport-Facilities Maint	7.45	7.45	7.45	7.45
FTE COUNT	19.25	20.25	20.25	20.25

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,760,292	\$4,822,583	\$1,669,585	\$2,369,398
Expenses	\$5,720,303	\$19,008,027	\$7,210,225	\$8,042,768
REVENUES LESS EXPENSES	\$39,989	-\$14,185,444	-\$5,540,640	-\$5,673,370

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$5,760,292	\$4,822,583	\$1,669,585	\$2,369,398
TOTAL	\$5,760,292	\$4,822,583	\$1,669,585	\$2,369,398

Expenditure Details

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$929,000	\$13,332,473	\$1,669,585	\$2,369,398
Supplies & Services	\$2,358,754	\$2,863,798	\$2,727,371	\$2,727,371
Salaries	\$1,310,182	\$1,471,309	\$1,528,047	\$1,622,599
Benefits	\$728,430	\$833,536	\$878,601	\$909,999
Allocated Costs	\$250,016	\$284,582	\$380,622	\$387,401
Transfers	\$125,117	\$171,328	\$0	\$0
Non-Capital Equipment	\$18,804	\$51,000	\$26,000	\$26,000
TOTAL	\$5,720,303	\$19,008,027	\$7,210,225	\$8,042,768



AIRPORT LAW ENFORCEMENT

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-Security	15.50	15.50	18.50	18.50
FTE COUNT	15.50	15.50	18.50	18.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$106,695	\$102,071	\$105,347	\$108,508
Expenses	\$2,852,659	\$3,387,491	\$3,577,842	\$3,720,462
REVENUES LESS EXPENSES	-\$2,745,964	-\$3,285,420	-\$3,472,495	-\$3,611,953

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$73,470	\$102,071	\$105,347	\$108,508
Internal Charges	\$33,225	\$0	\$0	\$0
TOTAL	\$106,695	\$102,071	\$105,347	\$108,508

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,827,914	\$2,107,279	\$2,270,608	\$2,376,491
Benefits	\$786,086	\$850,628	\$959,156	\$995,892
Allocated Costs	\$132,975	\$202,018	\$187,736	\$187,736
Supplies & Services	\$77,691	\$137,467	\$130,342	\$130,342

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Non-Capital Equipment	\$27,993	\$90,100	\$30,000	\$30,000
TOTAL	\$2,852,659	\$3,387,491	\$3,577,842	\$3,720,462



AIRPORT CERTIFICATION AND OPERATIONS

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-Cert & Operations	15.50	16.50	16.50	16.50
FTE COUNT	15.50	16.50	16.50	16.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$32,718	\$0	\$0	\$0
Expenses	\$5,540,640	\$6,585,257	\$6,724,830	\$6,987,585
REVENUES LESS EXPENSES	-\$5,507,922	-\$6,585,257	-\$6,724,830	-\$6,987,585

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$32,718	\$0	\$0	\$0
TOTAL	\$32,718	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$3,458,392	\$3,924,349	\$3,827,097	\$3,954,643
Salaries	\$1,145,156	\$1,426,050	\$1,718,084	\$1,820,809
Benefits	\$625,987	\$724,285	\$878,785	\$911,269
Allocated Costs	\$236,872	\$164,042	\$213,144	\$213,144
Non-Capital Equipment	\$74,233	\$96,531	\$87,720	\$87,720
Special Projects	\$0	\$250,000	\$0	\$0
TOTAL	\$5,540,640	\$6,585,257	\$6,724,830	\$6,987,585



AIRPORT FACILITY PLANNING & DEVELOPMENT

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-Facility Planning & Dev	1.50	2.50	2.00	2.00
FTE COUNT	1.50	2.50	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$2,891	\$280,500	\$0	\$0
Expenses	\$555,096	\$2,427,960	\$1,185,657	\$1,268,242
REVENUES LESS EXPENSES	-\$552,205	-\$2,147,460	-\$1,185,657	-\$1,268,242

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$2,891	\$280,500	\$0	\$0
TOTAL	\$2,891	\$280,500	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$338,485	\$505,188	\$696,329	\$751,695
Salaries	\$123,842	\$323,689	\$306,049	\$327,356

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$0	\$923,790	\$0	\$0
Benefits	\$67,418	\$153,326	\$147,506	\$153,417
Transfers	\$0	\$280,500	\$0	\$0
Capital Equip & Projects	\$0	\$209,498	\$0	\$0
Allocated Costs	\$20,305	\$22,294	\$32,773	\$32,773
Non-Capital Equipment	\$5,046	\$9,675	\$3,000	\$3,000
TOTAL	\$555,096	\$2,427,960	\$1,185,657	\$1,268,242



AIR OPERATIONS AREA MAINTENANCE

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Airport-AOA Maint	5.75	5.75	5.75	5.75
FTE COUNT	5.75	5.75	5.75	5.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$1,121,466	\$2,279,778	\$1,288,973	\$1,322,602
REVENUES LESS EXPENSES	-\$1,121,466	-\$2,279,778	-\$1,288,973	-\$1,322,602

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$377,772	\$442,246	\$475,160	\$498,761
Special Projects	\$246,435	\$1,240,130	\$140,000	\$140,000
Benefits	\$219,552	\$251,867	\$267,308	\$276,653
Supplies & Services	\$164,855	\$214,675	\$214,765	\$214,765
Allocated Costs	\$106,403	\$105,861	\$166,739	\$167,424
Non-Capital Equipment	\$6,450	\$25,000	\$25,000	\$25,000
TOTAL	\$1,121,466	\$2,279,778	\$1,288,973	\$1,322,602



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 THE CITY ADMINISTRATOR'S OFFICE

The City Administrator's Office is composed of three 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 thirteen departments with over 1,000 full-time employees and coordinates citywide communication.

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.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$299,648	\$227,548	\$291,239	\$298,015
Expenses	\$4,036,406	\$4,083,022	\$4,054,169	\$4,085,963
REVENUES LESS EXPENSES	-\$3,736,758	-\$3,855,474	-\$3,762,930	-\$3,787,948

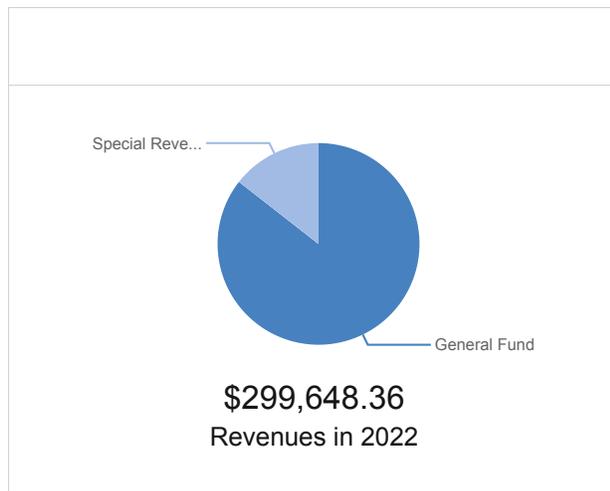
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$460	\$728	\$82,238	\$86,314
Other Revenues	\$228,650	\$226,820	-\$495,008	\$197,001
Intergov-Fed and State	\$43,283	\$0	\$0	\$0
Taxes, Fees, & Fines	\$11,670	\$0	\$14,000	\$14,700
Internal Charges	\$15,585	\$0	\$0	\$0
TOTAL	\$299,648	\$227,548	-\$398,770	\$298,015

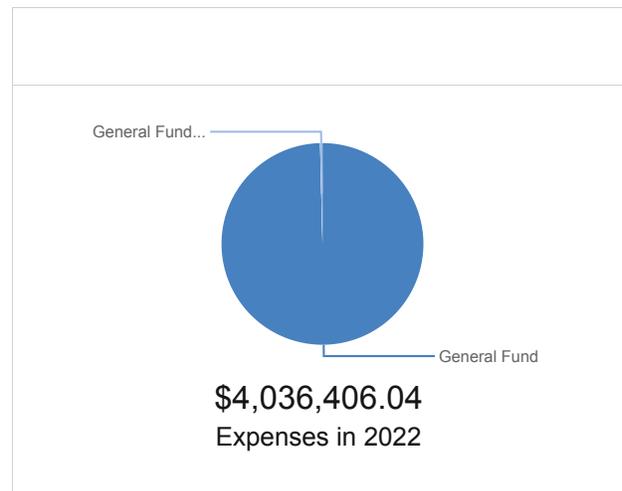
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,571,214	\$1,787,268	\$1,954,201	\$2,048,103
Benefits	\$914,451	\$1,024,294	\$912,083	\$939,795
Supplies & Services	\$1,126,470	\$537,867	\$289,056	\$678,256
Allocated Costs	\$265,763	\$316,143	\$294,856	\$314,924
Special Projects	\$6	\$217,950	\$500,000	\$0
Non-Capital Equipment	\$142,916	\$254,994	\$105,000	\$107,000
Transfers	\$15,585	\$0	\$0	\$0
TOTAL	\$4,036,406	\$4,138,516	\$4,055,196	\$4,088,078

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$256,365	\$227,548	-\$398,770	\$298,015
Special Revenue Funds	\$43,283	\$0	\$0	\$0
TOTAL	\$299,648	\$227,548	-\$398,770	\$298,015

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$4,020,821	\$4,138,516	\$3,555,196	\$4,088,078
Measure C - Capital	\$0	\$0	\$500,000	\$0
General Fund-Capital	\$15,585	\$0	\$0	\$0
TOTAL	\$4,036,406	\$4,138,516	\$4,055,196	\$4,088,078

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

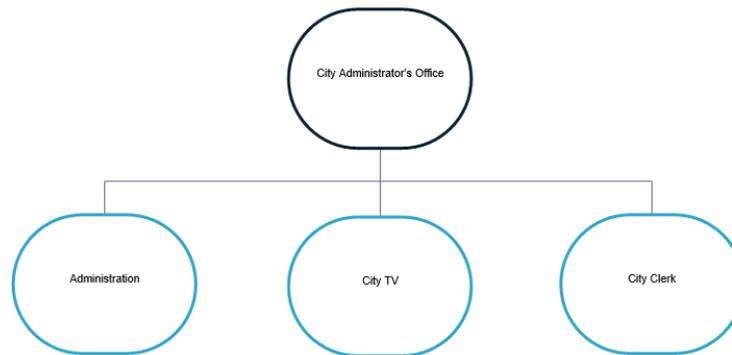
INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City’s culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Increase the effectiveness of policies and processes by creating operational improvements.	Develop a process to effectively route constituent requests from City Council to City staff.	Numeric Value	1.00
Innovation	Increase the effectiveness of policies and processes by creating operational improvements.	Train and assist Police Department staff with use of new Public Records Act software.	Numeric Value	1.00
Innovation	Increase the effectiveness of policies and processes by creating operational improvements.	Implement Advisory Group software that will streamline the Advisory Board recruitment process.	Numeric Value	1.00
Organizational Optimization	Champion a communicative organization, both internally and externally, by fostering relationships and expanded pathways for information accessibility.	Create a City News in Brief series that focuses on City staff investments to address homelessness and the outcomes achieved through those investments.	Numeric Value	1.00
Organizational Optimization	Champion a communicative organization, both internally and externally, by fostering relationships and expanded pathways for information accessibility.	Distribute a Quarterly Summary to City staff leadership and elected officials on neighborhood based improvements that have been implemented by City departments.	Numeric Value	1.00
Organizational Optimization	Champion a communicative organization, both internally and externally, by fostering relationships and expanded pathways for information accessibility.	Identify components of a Citywide homelessness policy.	Numeric Value	1.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Thriving Workforce	Maintain an adaptable and supportive workplace environment that engages and cultivates the expertise of City staff in order to provide services to the community.	Working with Risk Management, conduct a personal safety training annually for City Hall employees	Numeric Value	1.00
Thriving Workforce	Maintain an adaptable and supportive workplace environment that engages and cultivates the expertise of City staff in order to provide services to the community.	Develop an Employee Newsletter to be published semi-annualy	Numeric Value	1.00
Thriving Workforce	Maintain an adaptable and supportive workplace environment that engages and cultivates the expertise of City staff in order to provide services to the community.	Implement a professional training schedule and rotation for City Clerk staff.	Numeric Value	1.00
				9.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

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



CITY CLERK'S OFFICE

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
City Admin-City Clerk	4.00	4.00	4.00	4.00
FTE COUNT	4.00	4.00	4.00	4.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$15,697	\$7,328	\$5,728	\$5,728
Expenses	\$1,030,931	\$721,579	\$782,546	\$1,169,056
REVENUES LESS EXPENSES	-\$1,015,234	-\$714,251	-\$776,818	-\$1,163,328

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$3,567	\$6,600	\$5,000	\$5,000
Taxes, Fees, & Fines	\$11,670	\$0	\$0	\$0
Service Charges	\$460	\$728	\$728	\$728
TOTAL	\$15,697	\$7,328	\$5,728	\$5,728

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$345,910	\$362,744	\$396,059	\$418,747
Supplies & Services	\$450,970	\$95,087	\$103,977	\$458,177
Benefits	\$168,477	\$187,256	\$204,070	\$210,208
Allocated Costs	\$65,574	\$76,451	\$78,439	\$81,924
Non-Capital Equipment	\$0	\$41	\$0	\$0
TOTAL	\$1,030,931	\$721,579	\$782,546	\$1,169,056



CITY ADMINISTRATOR

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 goal setting and a performance management program in all City departments.

Coordinate legislative advocacy and intergovernmental relations.

Manage civilian oversight of law enforcement

Coordinate citywide communications activities, including the City News In Brief, employee briefings, social media, and general media relations.

Support neighborhood and business relations, including business improvement districts.

Direct strategies and coordinate resources to address homelessness

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
City Administrator	8.00	8.70	7.90	7.90
City Admin-Employee Relations	1.25	1.25	0.00	0.00
FTE COUNT	9.25	9.95	7.90	7.90

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$43,283	\$0	-\$594,499	\$100,286
Expenses	\$2,381,244	\$2,687,014	\$2,679,743	\$2,315,353
REVENUES LESS EXPENSES	-\$2,337,961	-\$2,687,014	-\$3,274,242	-\$2,215,067

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$0	\$0	\$81,510	\$85,586
Intergov-Fed and State	\$43,283	\$0	\$0	\$0
Taxes, Fees, & Fines	\$0	\$0	\$14,000	\$14,700
Other Revenues	\$0	\$0	-\$690,009	\$0
TOTAL	\$43,283	\$0	-\$594,499	\$100,286

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$966,687	\$1,159,236	\$1,261,425	\$1,327,266
Benefits	\$626,478	\$720,807	\$587,704	\$606,505
Supplies & Services	\$641,104	\$410,153	\$155,279	\$190,279
Special Projects	\$6	\$217,950	\$500,000	\$0
Allocated Costs	\$146,969	\$178,868	\$175,334	\$191,302
TOTAL	\$2,381,244	\$2,687,014	\$2,679,743	\$2,315,353



CITY TV - CHANNEL 18

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.

Produce the news magazine show "City Connection", about City programs, services and issues.

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.

Provide video production services to City departments, other government agencies and affiliated organizations.

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.

Maintain an electronic bulletin board to inform the public of City services, events, programming information, job opportunities, and local non-profit organization events.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
City Admin-CityTV	2.25	2.05	2.10	2.10
FTE COUNT	2.25	2.05	2.10	2.10

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$240,668	\$220,220	\$190,001	\$192,001
Expenses	\$624,230	\$729,923	\$592,908	\$603,669
REVENUES LESS EXPENSES	-\$383,562	-\$509,703	-\$402,907	-\$411,668

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$225,083	\$220,220	\$190,001	\$192,001

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$15,585	\$0	\$0	\$0
TOTAL	\$240,668	\$220,220	\$190,001	\$192,001

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$258,616	\$265,288	\$296,717	\$302,089
Non-Capital Equipment	\$142,916	\$254,953	\$105,000	\$107,000
Benefits	\$119,497	\$116,231	\$120,308	\$123,082
Allocated Costs	\$53,220	\$60,824	\$41,083	\$41,698
Supplies & Services	\$34,397	\$32,627	\$29,800	\$29,800
Transfers	\$15,585	\$0	\$0	\$0
TOTAL	\$624,230	\$729,923	\$592,908	\$603,669



CITY ATTORNEY

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

ABOUT THE 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. The office handles over 1,000 annual opinion requests and other legal work assignments as well as weekly agenda preparation and review of items that come before City Council and Planning Commission. In addition, the office is responsible for all City prosecution and litigation services.

The office is staffed by eight attorneys (the City Attorney, five assistants and two deputies), an Investigator, Law Practice Administrator, Paralegal, and four support 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 criminal prosecution services.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,617,037	\$311,302	\$0	\$0
Expenses	\$5,258,159	\$4,550,907	\$4,844,314	\$5,043,326
REVENUES LESS EXPENSES	-\$3,641,122	-\$4,239,605	-\$4,844,314	-\$5,043,326

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,127,524	\$0	\$0	\$0
Other Revenues	\$489,514	\$311,302	\$0	\$0
TOTAL	\$1,617,037	\$311,302	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$2,180,639	\$2,586,916	\$2,946,465	\$3,076,118
Benefits	\$1,144,690	\$1,292,309	\$1,264,481	\$1,302,059
Supplies & Services	\$507,592	\$1,675,308	\$541,127	\$555,011
Allocated Costs	\$111,831	\$130,262	\$455,702	\$530,576
Capital Equip & Projects	\$1,127,524	\$0	\$0	\$0
Debt Service	\$183,340	\$0	\$30,382	-\$9,159
Non-Capital Equipment	\$2,544	\$247	\$0	\$0
TOTAL	\$5,258,159	\$5,685,041	\$5,238,158	\$5,454,606

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE BY FUND

City Attorney Revenue

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$1,617,037	\$311,302	\$0	\$0
TOTAL	\$1,617,037	\$311,302	\$0	\$0

City Attorney Expenses

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$5,258,159	\$5,670,041	\$5,238,158	\$5,454,606
Special Revenue Funds	\$0	\$15,000	\$0	\$0
TOTAL	\$5,258,159	\$5,685,041	\$5,238,158	\$5,454,606

CORE

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

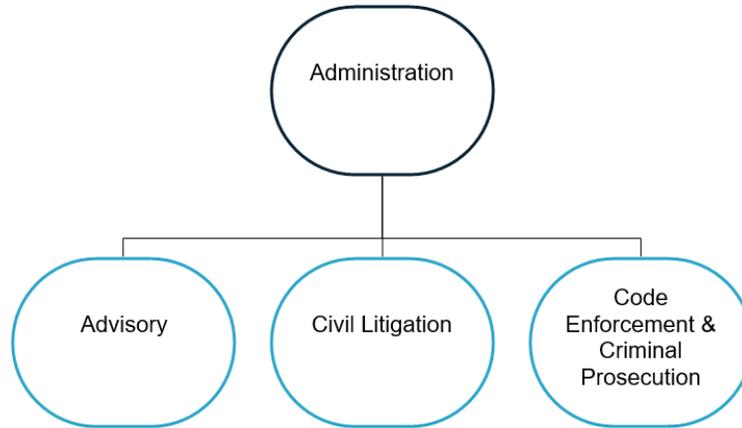
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Develop standardized educational programs regarding municipal governance on a video platform to educate new City staff and refresh existing staff on critical municipal legal principles and statutes to increase knowledge level City-wide.	Design and create at least one standardized educational video regarding core municipal law for City staff, Boards, and Commissions. Update videos annually.	Numeric Value	1.00
Organizational Optimization	Personal Service to Clients – we thrive on providing our clients with personal service that is competent and comprehensive, instills confidence and trust, and is as responsive as possible given the totality of requirements.	To measure our success, a customer survey will be provided annually.	Numeric Value	1.00
Thriving Workforce	Succession Planning- Implement succession planning to minimize gaps in knowledge and expertise of staff in order to maintain a high level of service to the City organization.	Hiring, training, supervision of new and existing staff, attorneys, and support staff. Participate in 2 formal educational training conferences per year.	Numeric Value	2.00
				4.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- City Attorney's Office



CITY ATTORNEY'S OFFICE

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 official capacity.

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.

By September 30, 2023, circulate City Attorney's Office customer service survey.

By December 31, 2023: Prepare and distribute Legislative Report.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
City Attorney-Advisory	5.45	5.45	4.80	4.80
City Attorney-Code Enforcement	2.20	2.20	2.65	2.65
City Attorney-Administration	2.60	2.60	2.55	2.55
City Attorney-Civil Litigation	6.50	6.50	6.75	6.75
FTE COUNT	16.75	16.75	16.75	16.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,617,037	\$311,302	\$0	\$0
Expenses	\$5,258,159	\$5,685,041	\$5,238,158	\$5,454,606
REVENUES LESS EXPENSES	-\$3,641,122	-\$5,373,739	-\$5,238,158	-\$5,454,606

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,127,524	\$0	\$0	\$0
Other Revenues	\$489,514	\$311,302	\$0	\$0
TOTAL	\$1,617,037	\$311,302	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$2,180,639	\$2,586,916	\$2,946,465	\$3,076,118
Benefits	\$1,144,690	\$1,292,309	\$1,264,481	\$1,302,059
Supplies & Services	\$507,592	\$1,675,308	\$541,127	\$555,011
Allocated Costs	\$111,831	\$130,262	\$455,702	\$530,576
Capital Equip & Projects	\$1,127,524	\$0	\$0	\$0
Debt Service	\$183,340	\$0	\$30,382	-\$9,159
Non-Capital Equipment	\$2,544	\$247	\$0	\$0
TOTAL	\$5,258,159	\$5,685,041	\$5,238,158	\$5,454,606



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.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$12,418,971	\$15,101,771	\$13,203,190	\$11,598,262
Expenses	\$20,062,893	\$25,402,270	\$22,035,709	\$21,255,636
REVENUES LESS EXPENSES	-\$7,643,922	-\$10,300,499	-\$8,832,519	-\$9,657,374

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$7,131,388	\$6,943,026	\$7,154,000	\$7,156,255
Intergov-Fed and State	\$3,258,261	\$5,852,796	\$4,302,177	\$2,533,094
Use Of Money & Prpty	\$1,401,603	\$1,378,167	\$1,247,167	\$1,197,067
Internal Charges	\$502,544	\$1,804,707	\$618,346	\$628,346
Intergov- Local	\$93,942	\$90,638	\$71,000	\$73,000
Other Revenues	\$31,234	\$56,003	\$10,500	\$10,500
TOTAL	\$12,418,971	\$16,125,337	\$13,403,190	\$11,598,262

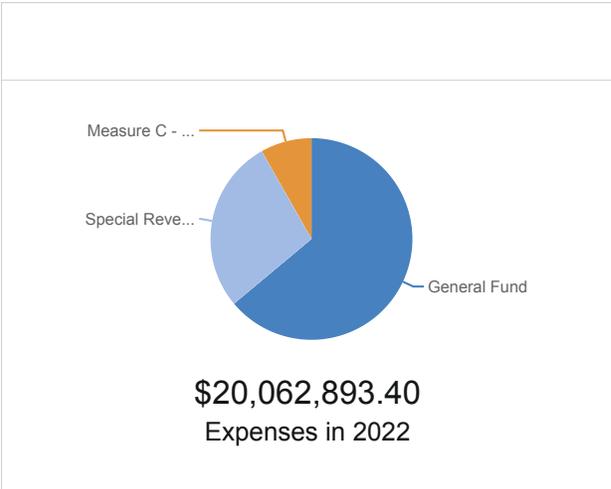
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$6,861,433	\$8,232,997	\$9,348,464	\$9,867,630
Special Projects	\$4,525,383	\$7,251,003	\$4,828,139	\$3,236,668
Benefits	\$3,713,247	\$4,132,631	\$4,540,582	\$4,689,016
Supplies & Services	\$3,497,213	\$1,970,907	\$985,050	\$1,154,331
Allocated Costs	\$1,291,979	\$1,540,931	\$1,769,921	\$1,762,868
Capital Equip & Projects	\$0	\$1,477,749	\$500,000	\$500,000
Transfers	\$148,625	\$977,707	\$116,346	\$126,346
Non-Capital Equipment	\$25,014	\$57,460	\$28,900	\$28,900
Debt Service	\$0	\$1,755	\$0	\$0
TOTAL	\$20,062,893	\$25,643,140	\$22,117,402	\$21,365,759

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENSES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$7,658,377	\$8,570,700	\$7,787,967	\$7,792,222
Special Revenue Funds	\$4,611,970	\$7,130,496	\$5,446,877	\$3,627,694
General Fund-Capital	\$148,625	\$424,141	\$116,346	\$126,346
Fiduciary Funds	\$0	\$0	\$52,000	\$52,000
TOTAL	\$12,418,971	\$16,125,337	\$13,403,190	\$11,598,262

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$12,824,674	\$15,909,256	\$15,994,128	\$17,002,074
Special Revenue Funds	\$5,592,736	\$8,226,135	\$5,588,682	\$3,826,626
Measure C - Capital	\$1,645,483	\$1,177,749	\$500,000	\$500,000
General Fund-Capital	\$0	\$330,000	\$0	\$0
Fiduciary Funds	\$0	\$0	\$34,591	\$37,059
TOTAL	\$20,062,893	\$25,643,140	\$22,117,402	\$21,365,759

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

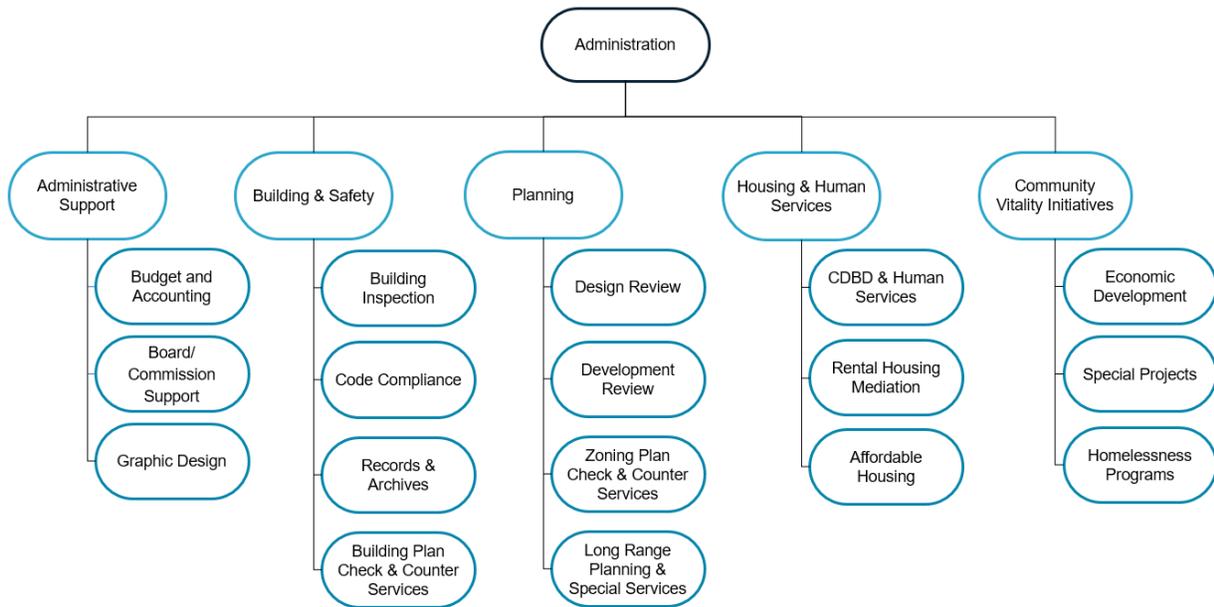
INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Leverage technology and create innovative solutions to meet the community needs.	Create a Code Compliance educational video on the Code Compliance Webpage.	Numeric Value	1.00
Innovation	Leverage technology and create innovative solutions to meet the community needs.	Make use of eSignature software (SeamlessDocs) to streamline use-type permits (e.g., dance, massage, pawn shop, and gun shop)	Numeric Value	1.00
Innovation	Leverage technology and create innovative solutions to meet the community needs.	Automate the expired permit process and the inspection request process to deliver information and services in a more efficient manner and make better use of available resources.	Numeric Value	1.00
Innovation	Leverage technology and create innovative solutions to meet the community needs.	Automate notification of late plan review to create consistent, timely customer communications.	Numeric Value	1.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Leverage technology and create innovative solutions to meet the community needs.	Provide digital platforms, including the website, social media, and online survey tools to get 10,000 survey engagements prior to a decision on the State Street Master Plan project.	Numeric Value	1.00
Organizational Optimization	Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision.	Complete 90% of same day inspections (all types).	Percent	90.00
Organizational Optimization	Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision.	Conduct community-needs surveys to encourage citizen, stakeholder and partner organization participation in the development and execution of the Annual Action and Consolidated Plans for use of federal CDBG and HOME funds.	Numeric Value	1.00
Organizational Optimization	Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision.	Leverage the experience and technical expertise of staff throughout the City organization to collaboratively develop the State Street Master Plan and establish regular meetings with City representatives at least twice per quarter. (8 Annual Target)	Numeric Value	8.00
Organizational Optimization	Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision.	Approve 80% of building permits in three reviews or less.	Percent	80.00
Organizational Optimization	Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision.	Inspect 90% of substandard condition complaints (AB-838) within one business day of request.	Percent	90.00
Organizational Optimization	Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision.	Contract with a Certified Access Specialist (CAsp) to provide at least one accessibility training workshop to the public, architects, business operators, and staff.	Numeric Value	1.00
Thriving Workforce	Provide staff with the resources, support, and leadership opportunities to develop and succeed.	Establish a mentorship program across the Community Development Department so that staff can gain cross-sectional experience, learn from peers and employees at various levels within the Department, and gain a better understanding for the types of work the Department is conducting.	Numeric Value	1.00
Thriving Workforce	Provide staff with the resources, support, and leadership opportunities to develop and succeed.	Acknowledge achievements and good work by providing for monthly peer-to-peer recognition opportunities.	Numeric Value	1.00
Thriving Workforce	Provide staff with the resources, support, and leadership opportunities to develop and succeed.	Provide an on-boarding training program to 100% of new staff within the first three months of employment so that staff gains knowledge of the various aspects of the Department and has a general understanding of City Departments, policies, and projects.	Percent	100.00
Thriving Workforce	Provide staff with the resources, support, and leadership opportunities to develop and succeed.	Implement a cross-training program for technical staff, including inspection, code compliance, plan review and counter staff for professional development and advancement.	Numeric Value	1.00
Thriving Workforce	Provide staff with the resources, support, and leadership opportunities to develop and succeed.	85% of staff to participate in at least one professional development and growth opportunity by attending trainings, gaining certification(s), taking part in site visits, acting as a project lead, and/or obtaining membership in a professional organization(s).	Percent	85.00
				463.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Community Development Administration
- CDBG Administration & Human Services
- Rental Housing Mediation Program
- Housing Development & Preservation
- Long Range Planning & Special Studies
- Development/Environmental Review
- Zoning Counter & Plan Review Services
- Design Review & Historic Preservation
- Building Inspection
- Records Archives & Clerical Services
- Building Counter & Plan Review Services
- Code Compliance



COMMUNITY DEVELOPMENT ADMINISTRATION

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.

Coordinate activities and work with community business leaders to strengthen commercial corridors and assist businesses with recovery.

Complete special studies, as directed by City Council, that support Santa Barbara's unique character by balancing the needs of residents, businesses, and the Santa Barbara community at large in order to create a vibrant City.

STAFFING INFORMATION

CD - Admin

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Administration	7.73	8.18	9.18	9.18
FTE COUNT	7.73	8.18	9.18	9.18

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$323,678	\$827,000	\$502,000	\$502,000
Expenses	\$1,484,016	\$4,418,221	\$2,766,982	\$2,845,173
REVENUES LESS EXPENSES	-\$1,160,338	-\$3,591,221	-\$2,264,982	-\$2,343,173

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$323,678	\$827,000	\$502,000	\$502,000
TOTAL	\$323,678	\$827,000	\$502,000	\$502,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$800,347	\$1,182,779	\$1,279,016	\$1,325,763
Capital Equip & Projects	\$0	\$1,477,749	\$500,000	\$500,000
Benefits	\$393,961	\$548,678	\$613,080	\$629,897
Transfers	\$0	\$823,566	\$0	\$0
Allocated Costs	\$96,237	\$126,038	\$192,831	\$207,441
Special Projects	\$108,677	\$159,500	\$130,500	\$130,500
Supplies & Services	\$72,021	\$94,911	\$46,555	\$46,572
Non-Capital Equipment	\$12,773	\$5,000	\$5,000	\$5,000
TOTAL	\$1,484,016	\$4,418,221	\$2,766,982	\$2,845,173



CDBG ADMINISTRATION & HUMAN SERVICES

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Perm Local Housing Alloc	1.05	1.16	1.10	1.10
CD-CDBG Administration	1.40	0.83	0.85	0.85
CD-Human Services	0.20	0.22	0.20	0.20
FTE COUNT	2.65	2.21	2.15	2.15

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$995,626	\$1,479,302	\$550,000	\$550,000
Expenses	\$4,634,441	\$3,877,576	\$2,216,378	\$2,419,799

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
REVENUES LESS EXPENSES	-\$3,638,815	-\$2,398,274	-\$1,666,378	-\$1,869,799

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$995,626	\$1,479,302	\$550,000	\$550,000
TOTAL	\$995,626	\$1,479,302	\$550,000	\$550,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$2,073,340	\$3,442,932	\$1,734,898	\$1,972,510
Supplies & Services	\$2,201,970	\$9,725	\$75,543	\$15,969
Salaries	\$203,365	\$203,119	\$207,145	\$225,291
Benefits	\$105,455	\$115,073	\$100,593	\$104,355
Allocated Costs	\$50,311	\$106,727	\$98,199	\$101,675
TOTAL	\$4,634,441	\$3,877,576	\$2,216,378	\$2,419,799



RENTAL HOUSING MEDIATION PROGRAM

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Rental Housing Mediation	2.00	2.00	2.00	2.00
FTE COUNT	2.00	2.00	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$93,942	\$90,638	\$71,000	\$73,000
Expenses	\$288,838	\$321,113	\$353,564	\$363,136
REVENUES LESS EXPENSES	-\$194,896	-\$230,475	-\$282,564	-\$290,136

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov- Local	\$93,942	\$90,638	\$71,000	\$73,000
TOTAL	\$93,942	\$90,638	\$71,000	\$73,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$179,157	\$195,552	\$216,150	\$222,931
Benefits	\$93,259	\$101,031	\$107,047	\$109,838
Allocated Costs	\$12,012	\$13,660	\$22,285	\$22,285
Supplies & Services	\$4,410	\$10,870	\$8,082	\$8,082
TOTAL	\$288,838	\$321,113	\$353,564	\$363,136



HOUSING DEVELOPMENT & PRESERVATION

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

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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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-HOME Program	0.29	0.27	0.34	0.34
CD-Hsg Preservation and Devel	4.73	4.59	4.58	4.58
FTE COUNT	5.02	4.86	4.92	4.92

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,648,821	\$2,970,413	\$2,003,550	\$1,953,450
Expenses	\$2,874,220	\$3,801,525	\$2,082,078	\$2,140,796
REVENUES LESS EXPENSES	-\$1,225,399	-\$831,111	-\$78,528	-\$187,346

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	\$1,401,603	\$1,378,167	\$1,247,167	\$1,197,067
Intergov-Fed and State	\$237,544	\$1,592,246	\$756,383	\$756,383
Internal Charges	\$8,674	\$0	\$0	\$0
Other Revenues	\$1,000	\$0	\$0	\$0

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
TOTAL	\$1,648,821	\$2,970,413	\$2,003,550	\$1,953,450

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$1,982,641	\$2,687,026	\$836,845	\$836,845
Salaries	\$397,956	\$525,992	\$575,620	\$618,308
Allocated Costs	\$240,835	\$261,141	\$297,607	\$308,098
Benefits	\$232,522	\$250,680	\$279,312	\$289,412
Supplies & Services	\$17,325	\$74,186	\$90,195	\$85,633
Non-Capital Equipment	\$2,942	\$2,500	\$2,500	\$2,500
TOTAL	\$2,874,220	\$3,801,525	\$2,082,078	\$2,140,796



LONG RANGE PLANNING & SPECIAL STUDIES

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Long Range Plan & Spec Study	6.32	4.97	5.32	5.32
FTE COUNT	6.32	4.97	5.32	5.32

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$166,566	\$836,505	\$63,000	\$65,000
Expenses	\$1,330,673	\$1,393,191	\$1,063,851	\$1,105,526
REVENUES LESS EXPENSES	-\$1,164,107	-\$556,686	-\$1,000,851	-\$1,040,526

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$92,740	\$751,505	\$0	\$0

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$73,827	\$85,000	\$63,000	\$65,000
TOTAL	\$166,566	\$836,505	\$63,000	\$65,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$607,891	\$616,415	\$657,042	\$685,581
Benefits	\$317,866	\$291,906	\$322,076	\$332,162
Supplies & Services	\$339,590	\$406,533	\$16,692	\$16,692
Allocated Costs	\$64,783	\$77,138	\$66,141	\$69,191
Non-Capital Equipment	\$543	\$1,200	\$1,900	\$1,900
TOTAL	\$1,330,673	\$1,393,191	\$1,063,851	\$1,105,526



DEVELOPMENT/ENVIRONMENTAL REVIEW

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, and future monitoring.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Devel & Environ Review	9.77	9.62	10.07	10.07
FTE COUNT	9.77	9.62	10.07	10.07

FINANCIAL INFORMATION

FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$934,727	\$681,346	\$947,500	\$975,515
Expenses	\$1,545,033	\$1,700,654	\$1,880,033	\$1,952,417
REVENUES LESS EXPENSES	-\$610,306	-\$1,019,308	-\$932,533	-\$976,902

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$934,727	\$661,346	\$947,500	\$975,515
Internal Charges	\$0	\$15,000	\$0	\$0
Other Revenues	\$0	\$5,000	\$0	\$0
TOTAL	\$934,727	\$681,346	\$947,500	\$975,515

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$915,191	\$985,688	\$1,133,089	\$1,183,960
Benefits	\$479,455	\$503,931	\$564,660	\$581,815
Allocated Costs	\$107,746	\$122,486	\$123,640	\$127,998
Supplies & Services	\$23,785	\$50,492	\$45,588	\$45,588
Special Projects	\$15,823	\$20,056	\$10,056	\$10,056
Non-Capital Equipment	\$3,035	\$18,000	\$3,000	\$3,000
TOTAL	\$1,545,033	\$1,700,654	\$1,880,033	\$1,952,417



ZONING COUNTER & PLAN REVIEW SERVICES

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.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Zoning Info & Enforcement	8.53	8.43	8.83	8.83
FTE COUNT	8.53	8.43	8.83	8.83

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$498,606	\$1,499,840	\$453,500	\$467,500
Expenses	\$1,365,844	\$1,404,050	\$1,670,287	\$1,737,666
REVENUES LESS EXPENSES	-\$867,239	\$95,790	-\$1,216,787	-\$1,270,166

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$492,687	\$671,021	\$453,500	\$467,500
Internal Charges	\$0	\$823,566	\$0	\$0
Other Revenues	\$5,918	\$5,253	\$0	\$0
TOTAL	\$498,606	\$1,499,840	\$453,500	\$467,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$802,103	\$801,277	\$1,039,113	\$1,086,733
Benefits	\$412,041	\$399,805	\$476,213	\$491,227
Allocated Costs	\$112,290	\$147,016	\$118,053	\$122,798
Supplies & Services	\$38,852	\$49,495	\$30,451	\$30,451
Non-Capital Equipment	\$559	\$4,200	\$4,200	\$4,200
Special Projects	\$0	\$2,082	\$2,257	\$2,257
Debt Service	\$0	\$176	\$0	\$0
TOTAL	\$1,365,844	\$1,404,050	\$1,670,287	\$1,737,666



DESIGN REVIEW & HISTORIC PRESERVATION

Ensure that 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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Design Rev & Hist Preservat	10.08	9.18	9.53	9.53
FTE COUNT	10.08	9.18	9.53	9.53

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$535,026	\$537,159	\$565,000	\$582,240
Expenses	\$1,444,588	\$1,515,119	\$1,707,806	\$1,726,820
REVENUES LESS EXPENSES	-\$909,563	-\$977,960	-\$1,142,806	-\$1,144,580

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$530,026	\$497,159	\$565,000	\$582,240

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$5,000	\$40,000	\$0	\$0
TOTAL	\$535,026	\$537,159	\$565,000	\$582,240

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$795,069	\$847,595	\$953,408	\$1,009,474
Benefits	\$440,071	\$450,513	\$483,423	\$499,433
Allocated Costs	\$108,569	\$121,077	\$120,313	\$127,251
Supplies & Services	\$97,754	\$85,634	\$80,362	\$80,362
Special Projects	\$124	\$4,421	\$66,000	\$6,000
Non-Capital Equipment	\$3,002	\$4,300	\$4,300	\$4,300
Debt Service	\$0	\$1,580	\$0	\$0
TOTAL	\$1,444,588	\$1,515,119	\$1,707,806	\$1,726,820



BUILDING INSPECTION

To safeguard public health, safety and general welfare by providing on-site construction inspection for the citizens of Santa Barbara for verification of minimum requirements established by the California Construction Codes and City Ordinances to ensure structural strength, means of egress facilities, access to persons with disabilities, sanitation, adequate light and ventilation and energy conservation safety to life and property from fire and other hazards attributed to the built environment; and to provide safety to fire fighters and emergency responders during emergency operations.

PROGRAM ACTIVITIES

Provide building inspection resources to the public.

Provide Specialty Plan Review for mechanical, electrical, and plumbing for commercial projects.

Perform building inspections each year for compliance with approved plans, design review details, and conditions.

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.

Assist in updating and adding functionality to the City's permit tracking database as needed and requested.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Bldg Insp & Code Enforcemnt	11.70	8.70	9.05	9.05
FTE COUNT	11.70	8.70	9.05	9.05

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$21,567	\$15,000	\$0	\$0
Expenses	\$1,802,019	\$1,641,300	\$1,877,797	\$1,977,861
REVENUES LESS EXPENSES	-\$1,780,452	-\$1,626,300	-\$1,877,797	-\$1,977,861

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$21,567	\$15,000	\$0	\$0
TOTAL	\$21,567	\$15,000	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$885,347	\$855,288	\$1,066,588	\$1,140,264
Benefits	\$533,499	\$450,493	\$519,166	\$538,586
Allocated Costs	\$156,614	\$164,814	\$172,006	\$175,575
Supplies & Services	\$225,442	\$153,705	\$118,037	\$121,437
Non-Capital Equipment	\$1,117	\$17,000	\$2,000	\$2,000
TOTAL	\$1,802,019	\$1,641,300	\$1,877,797	\$1,977,861



RECORDS ARCHIVES AND CLERICAL SERVICES

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Records Archvs & Cler Svcs	5.60	5.60	4.55	4.55
FTE COUNT	5.60	5.60	4.55	4.55

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$452,816	\$460,250	\$471,000	\$478,500
Expenses	\$644,834	\$749,593	\$756,499	\$787,973
REVENUES LESS EXPENSES	-\$192,018	-\$289,343	-\$285,499	-\$309,473

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$452,381	\$459,500	\$470,500	\$478,000
Other Revenues	\$435	\$750	\$500	\$500
TOTAL	\$452,816	\$460,250	\$471,000	\$478,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$321,399	\$361,628	\$394,610	\$415,192
Benefits	\$190,362	\$210,348	\$205,446	\$211,526
Allocated Costs	\$91,793	\$106,568	\$95,819	\$100,630
Special Projects	\$28,849	\$40,000	\$40,000	\$40,000
Supplies & Services	\$11,860	\$27,549	\$17,125	\$17,125
Non-Capital Equipment	\$571	\$3,500	\$3,500	\$3,500
TOTAL	\$644,834	\$749,593	\$756,499	\$787,973



BUILDING COUNTER & PLAN REVIEW SERVICES

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.

Assist in updating and adding functionality to the City's permit tracking database as needed and requested.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
CD-Bldg Counter & Plan Rev Srvs	11.25	11.25	11.00	11.00
FTE COUNT	11.25	11.25	11.00	11.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$4,877,350	\$4,788,141	\$4,820,846	\$4,764,346
Expenses	\$2,325,328	\$3,171,444	\$2,760,622	\$3,107,983
REVENUES LESS EXPENSES	\$2,552,022	\$1,616,697	\$2,060,224	\$1,656,363

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$4,647,740	\$4,569,000	\$4,654,500	\$4,588,000
Internal Charges	\$148,625	\$124,141	\$116,346	\$126,346
Intergov-Fed and State	\$57,105	\$50,000	\$50,000	\$50,000
Other Revenues	\$23,881	\$45,000	\$0	\$0
TOTAL	\$4,877,350	\$4,788,141	\$4,820,846	\$4,764,346

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$949,016	\$1,159,057	\$1,242,602	\$1,321,895
Supplies & Services	\$463,411	\$994,436	\$434,311	\$664,311
Benefits	\$513,016	\$568,284	\$596,468	\$617,637
Allocated Costs	\$250,789	\$294,266	\$368,895	\$375,794
Transfers	\$148,625	\$154,141	\$116,346	\$126,346
Non-Capital Equipment	\$472	\$1,260	\$2,000	\$2,000
TOTAL	\$2,325,328	\$3,171,444	\$2,760,622	\$3,107,983



CODE COMPLIANCE

To guide growth and development in harmony with current and future land use and promote and safeguard the health and property of the citizens of Santa Barbara in the built environment by gaining compliance through education and enforcement of the California Construction Codes, Property Maintenance Code, and Municipal Code for Building and Zoning Code violations.

PROGRAM ACTIVITIES

Perform investigations and follow-up inspections in response to citizen and other-agency complaints regarding sub-standard and/or dangerous structures.

Perform investigations and follow-up inspections in response to citizen and other-agency complaints regarding potential land use or sign violations.

Prepare/provide reports to citizens regarding findings of sub-standard housing investigations (AB838).

Assist in updating and adding functionality to the City's permit tracking database as needed and requested.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2024	FY2025
FTE Count		
CD-Code Compliance	5.40	5.40
FTE COUNT	5.40	5.40

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$0	\$10,000	\$10,000
Expenses	\$0	\$656,758	\$972,362	\$960,550
REVENUES LESS EXPENSES	\$0	-\$656,758	-\$962,362	-\$950,550

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$0	\$0	\$10,000	\$10,000
TOTAL	\$0	\$0	\$10,000	\$10,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$0	\$425,264	\$584,082	\$632,239
Benefits	\$0	\$222,124	\$273,039	\$283,070
Allocated Costs	\$0	\$0	\$94,132	\$24,132
Supplies & Services	\$0	\$8,870	\$20,609	\$20,609
Non-Capital Equipment	\$0	\$500	\$500	\$500
TOTAL	\$0	\$656,758	\$972,362	\$960,550



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 servicefund: the Self-Insurance Fund manages the City's insurance portfolio and self-insured workers' compensation program.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$10,325,989	\$17,603,396	\$18,180,748	\$21,416,991
Expenses	\$18,744,292	\$21,510,524	\$26,653,351	\$28,740,568
REVENUES LESS EXPENSES	-\$8,418,303	-\$3,907,128	-\$8,472,603	-\$7,323,577

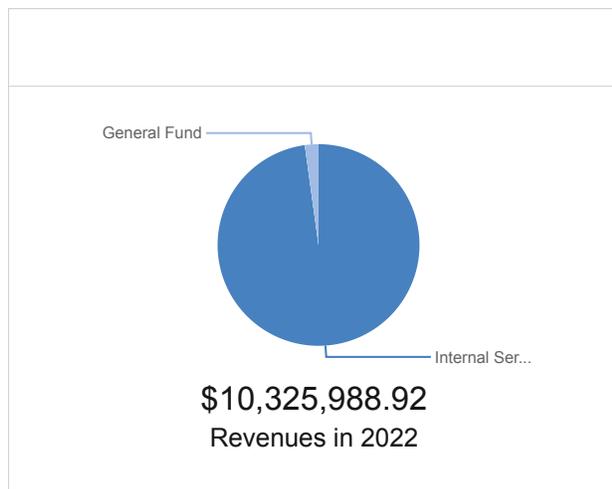
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$10,411,755	\$17,145,704	\$17,421,356	\$20,657,599
Taxes, Fees, & Fines	\$0	\$350,000	\$650,000	\$650,000
Other Revenues	\$85,475	\$55,592	\$70,592	\$70,592
Service Charges	\$5,721	\$11,300	\$11,300	\$11,300
Revenues	\$28,986	\$0	\$0	\$0
Use Of Money & Prpty	-\$205,949	\$40,800	\$27,500	\$27,500
TOTAL	\$10,325,989	\$17,603,396	\$18,180,748	\$21,416,991

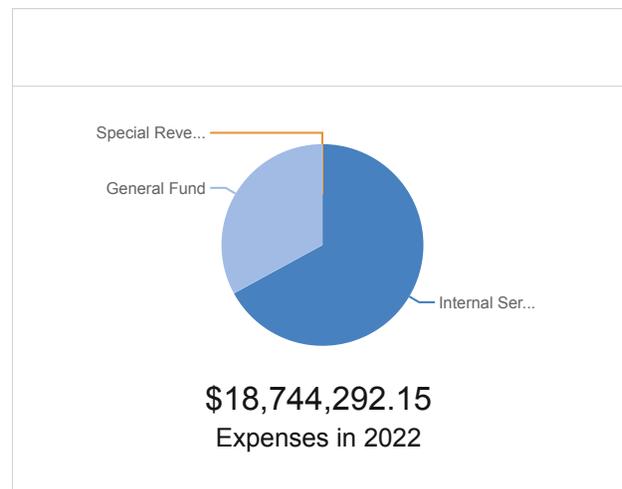
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$12,436,706	\$15,300,957	\$19,419,444	\$21,140,908
Salaries	\$3,510,825	\$3,991,490	\$4,471,114	\$4,701,341
Benefits	\$1,672,197	\$2,028,105	\$2,213,272	\$2,281,529
Allocated Costs	\$1,060,238	\$1,179,423	\$839,986	\$873,631
Special Projects	\$20,191	\$35,035	\$11,500	\$36,500
Debt Service	\$14,331	\$7,500	\$7,500	\$7,500
Capital Equip & Projects	\$28,986	\$0	\$0	\$0
Transfers	\$818	\$409	\$409	\$409
Non-Capital Equipment	\$0	\$500	\$500	\$500
TOTAL	\$18,744,292	\$22,543,419	\$26,963,724	\$29,042,319

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENSES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Services Funds	\$10,101,595	\$17,067,765	\$17,330,117	\$20,566,360
General Fund	\$224,394	\$535,631	\$850,631	\$850,631
TOTAL	\$10,325,989	\$17,603,396	\$18,180,748	\$21,416,991

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Services Funds	\$12,567,426	\$15,249,467	\$19,348,899	\$21,269,099
General Fund	\$6,168,712	\$7,272,532	\$7,614,826	\$7,773,220
Special Revenue Funds	\$8,154	\$21,420	\$0	\$0
TOTAL	\$18,744,292	\$22,543,419	\$26,963,724	\$29,042,319

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

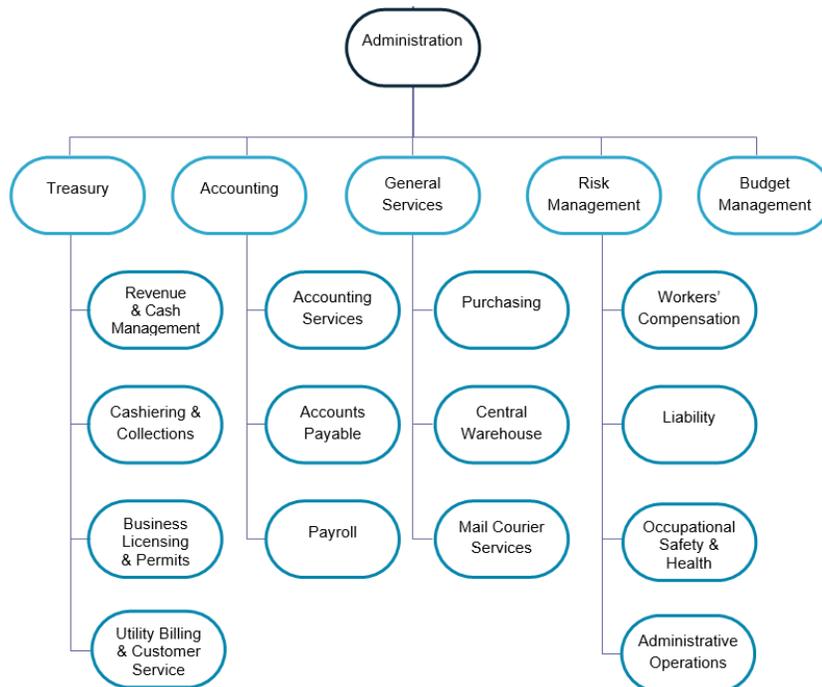
INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of vendor payments processed electronically (ACH, wire)	Percent	90.00
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of survey respondents who rated budget tools and resources as useful.	Percent	90.00
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of vendors receiving their 1099s electronically	Percent	95.00
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of employees receiving direct deposit for their regular pay	Percent	99.00
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of utility billing payments through electronic means (credit card, pay by phone) versus check and cash	Percent	90.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of business license tax, utility user tax, transient occupancy tax and assessments processed electronically	Percent	90.00
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of vendor certificates of insurance (COIs) received electronically	Percent	95.00
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of vendors receiving payment electronically via ACH	Percent	95.00
Innovation	Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper, processing wherever possible.	Percent of employees receiving W2s electronically	Percent	99.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Percent of hotels audited to ensure transient occupancy tax revenue is maximized	Percent	100.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Percent of cannabis businesses audited to ensure cannabis excise tax revenue is maximized	Percent	100.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	General Fund operating reserves as a percent of annual expenditure budget, per City Council adopted reserve policy	Percent	25.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Pension funding level	Percent	90.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Percent of utility billing accounts that are current	Percent	95.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Receive an unmodified "clean" audit report with no significant deficiencies or material weaknesses	Numeric Value	1.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Percent of short-term rental audits conducted to ensure transient occupancy and business license tax revenues are maximized	Percent	95.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Maintain a credit rating of "very high" or "highest" for the City	Numeric Value	100.00
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Percent of both formal and informal purchase orders issued within fifty (50) calendar days from receipt of requisition	Percent	100.00
Thriving Workforce	Provide exemplary customer service, training and support to city staff.	Percent of employees that achieve 16 or more hours of training and professional development within a fiscal year	Percent	100.00
Thriving Workforce	Provide exemplary customer service, training and support to city staff.	Percent of employees that serve as a Budget Liaison within the last year	Percent	75.00
				1,724.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

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



FINANCE ADMINISTRATION

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.

Implement pension management strategy.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Administration	1.28	1.28	1.28	1.28
FTE COUNT	1.28	1.28	1.28	1.28

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$57,219	\$45,000	\$45,000	\$45,000
Expenses	\$393,215	\$317,302	\$345,472	\$357,594
REVENUES LESS EXPENSES	-\$335,995	-\$272,302	-\$300,472	-\$312,594

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$57,219	\$45,000	\$45,000	\$45,000
TOTAL	\$57,219	\$45,000	\$45,000	\$45,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$146,941	\$152,845	\$166,006	\$168,654
Benefits	\$74,954	\$81,393	\$80,454	\$82,298
Allocated Costs	\$37,894	\$49,050	\$64,099	\$71,728
Supplies & Services	\$119,648	\$14,979	\$16,913	\$16,913
Special Projects	\$6,575	\$11,035	\$10,000	\$10,000
Debt Service	\$7,203	\$7,500	\$7,500	\$7,500
Non-Capital Equipment	\$0	\$500	\$500	\$500
TOTAL	\$393,215	\$317,302	\$345,472	\$357,594



BUDGET MANAGEMENT

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.

Implement a robust budget development platform to streamline and enhance budget processes and increase transparency and usability to the public.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Budget Management	2.41	2.41	3.41	3.41
FTE COUNT	2.41	2.41	3.41	3.41

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$624,654	\$816,288	\$885,851	\$956,626
REVENUES LESS EXPENSES	-\$624,654	-\$816,288	-\$885,851	-\$956,626

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$277,687	\$323,887	\$446,731	\$482,955
Benefits	\$148,365	\$177,095	\$212,337	\$220,560
Supplies & Services	\$130,532	\$221,350	\$191,922	\$191,775
Allocated Costs	\$68,070	\$71,956	\$34,861	\$36,337
Special Projects	\$0	\$22,000	\$0	\$25,000
TOTAL	\$624,654	\$816,288	\$885,851	\$956,626



REVENUE & CASH MANAGEMENT

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.

Assess and streamline credit card processes to achieve cost savings and provide more efficient payment options.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Revenue And Cash Mgmt	2.51	2.51	2.51	2.51
FTE COUNT	2.51	2.51	2.51	2.51

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$956	\$0	\$0	\$0
Expenses	\$535,938	\$773,693	\$784,143	\$669,656
REVENUES LESS EXPENSES	-\$534,981	-\$773,693	-\$784,143	-\$669,656

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$956	\$0	\$0	\$0
TOTAL	\$956	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$279,165	\$284,512	\$320,626	\$331,669
Supplies & Services	\$66,965	\$281,048	\$269,331	\$138,583
Benefits	\$133,531	\$141,355	\$154,541	\$158,788
Allocated Costs	\$56,277	\$66,778	\$39,645	\$40,616
TOTAL	\$535,938	\$773,693	\$784,143	\$669,656



CASHIERING & COLLECTIONS

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Cashiering and Collect	4.85	4.85	5.30	5.30
FTE COUNT	4.85	4.85	5.30	5.30

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	-\$39	\$0	\$0	\$0
Expenses	\$560,844	\$636,968	\$768,193	\$809,616
REVENUES LESS EXPENSES	-\$560,883	-\$636,968	-\$768,193	-\$809,616

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	-\$39	\$0	\$0	\$0
TOTAL	-\$39	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$305,063	\$368,083	\$473,766	\$507,010
Benefits	\$168,391	\$173,474	\$242,453	\$250,391
Allocated Costs	\$84,082	\$90,911	\$45,614	\$47,705
Supplies & Services	\$3,308	\$4,500	\$6,360	\$4,510
TOTAL	\$560,844	\$636,968	\$768,193	\$809,616



LICENSES AND PERMITS

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.

Oversee 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.

Ensure that newly-licensed businesses are billed appropriately for the district assessments.

Support short-term rental compliance programs.

Conduct audits for major General Fund tax revenue sources.

Offer streamlined and electronic options for tax remittances.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Licenses And Permits	3.80	3.80	4.35	4.35
FTE COUNT	3.80	3.80	4.35	4.35

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$110,382	\$130,539	\$130,539	\$130,539
Expenses	\$459,655	\$766,641	\$979,235	\$1,002,916
REVENUES LESS EXPENSES	-\$349,273	-\$636,102	-\$848,696	-\$872,377

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$104,211	\$118,739	\$118,739	\$118,739
Service Charges	\$5,721	\$11,300	\$11,300	\$11,300
Other Revenues	\$450	\$500	\$500	\$500
TOTAL	\$110,382	\$130,539	\$130,539	\$130,539

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$243,508	\$347,380	\$435,150	\$460,444
Supplies & Services	\$43,599	\$213,306	\$294,241	\$284,646
Benefits	\$146,640	\$171,342	\$205,754	\$212,187
Allocated Costs	\$25,909	\$34,613	\$44,090	\$45,639
TOTAL	\$459,655	\$766,641	\$979,235	\$1,002,916



CITY BILLING & CUSTOMER SERVICES

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 consolidated utility bills annually for water, wastewater, and refuse collection services.

Prepare and mail additional bills for a variety of City fees, services, and reimbursements annually, working closely with other City departments.

Provide customer service by handling 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 service orders to utility customer accounts, including customer updates, water meter reading verification, bill collection efforts, and water service changes.

Provide for additional, electronic means for payment processing.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-City Billing & Cust Svc	4.20	4.20	4.20	4.20
FTE COUNT	4.20	4.20	4.20	4.20

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$350,000	\$650,000	\$650,000
Expenses	\$701,557	\$833,618	\$877,326	\$893,304
REVENUES LESS EXPENSES	-\$701,557	-\$483,618	-\$227,326	-\$243,304

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$0	\$350,000	\$650,000	\$650,000
TOTAL	\$0	\$350,000	\$650,000	\$650,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$302,574	\$348,710	\$406,177	\$415,366
Supplies & Services	\$166,752	\$230,300	\$232,320	\$233,320

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$157,215	\$174,708	\$207,541	\$212,245
Allocated Costs	\$75,015	\$79,900	\$31,288	\$32,372
TOTAL	\$701,557	\$833,618	\$877,326	\$893,304



ACCOUNTING SERVICES

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 Annual Comprehensive 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.

Prepare the City Annual Comprehensive Financial Report (ACFR) and achieve a "clean" audit report free of any material weaknesses and significant deficiencies.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Accounting	4.76	4.76	4.76	4.76
FTE COUNT	4.76	4.76	4.76	4.76

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$92	\$92	\$92
Expenses	\$907,652	\$1,142,420	\$1,055,384	\$1,100,263
REVENUES LESS EXPENSES	-\$907,652	-\$1,142,328	-\$1,055,292	-\$1,100,171

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$0	\$92	\$92	\$92
TOTAL	\$0	\$92	\$92	\$92

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$442,525	\$538,058	\$579,047	\$616,688
Benefits	\$248,110	\$277,712	\$282,928	\$292,841
Supplies & Services	\$88,530	\$167,499	\$141,651	\$137,651
Allocated Costs	\$128,488	\$159,152	\$51,758	\$53,083
TOTAL	\$907,652	\$1,142,420	\$1,055,384	\$1,100,263



PAYROLL

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 and provide for electronic disbursement.

Prepare and electronically submit the Local Government Compensation Report for the prior calendar year to the State Controller's Office by April 30.

Issue payroll advices electronically.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Payroll	2.75	2.75	2.75	2.75
FTE COUNT	2.75	2.75	2.75	2.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$26,889	\$10,000	\$25,000	\$25,000
Expenses	\$487,956	\$479,984	\$477,160	\$493,658
REVENUES LESS EXPENSES	-\$461,068	-\$469,984	-\$452,160	-\$468,658

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$26,889	\$10,000	\$25,000	\$25,000
TOTAL	\$26,889	\$10,000	\$25,000	\$25,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$270,517	\$264,739	\$287,963	\$299,343
Benefits	\$129,446	\$149,310	\$147,716	\$151,664
Allocated Costs	\$67,893	\$56,585	\$32,234	\$33,254
Supplies & Services	\$8,100	\$9,350	\$9,248	\$9,398
Special Projects	\$12,000	\$0	\$0	\$0
TOTAL	\$487,956	\$479,984	\$477,160	\$493,658



ACCOUNTS PAYABLE

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.

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.

Provide electronic payment options to vendors.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Accounts Payable	1.65	1.65	1.65	1.65
FTE COUNT	1.65	1.65	1.65	1.65

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$269,474	\$278,278	\$262,472	\$270,748
REVENUES LESS EXPENSES	-\$269,474	-\$278,278	-\$262,472	-\$270,748

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$143,869	\$147,815	\$161,573	\$167,912
Benefits	\$73,531	\$79,973	\$82,067	\$84,266
Allocated Costs	\$40,543	\$44,140	\$13,362	\$14,050
Supplies & Services	\$11,531	\$6,350	\$5,470	\$4,520
TOTAL	\$269,474	\$278,278	\$262,472	\$270,748



PURCHASING

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.

Improve vendor communication through standardizing payment terms and improving vendor onboarding and payment.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Purchasing	4.56	3.61	3.46	3.46
FTE COUNT	4.56	3.61	3.46	3.46

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$824,308	\$840,556	\$775,791	\$803,821
REVENUES LESS EXPENSES	-\$824,308	-\$840,556	-\$775,791	-\$803,821

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$409,397	\$407,775	\$427,148	\$447,998
Benefits	\$224,449	\$213,049	\$211,299	\$217,948
Allocated Costs	\$183,290	\$205,075	\$118,824	\$120,960
Supplies & Services	\$5,172	\$12,657	\$17,019	\$15,414
Special Projects	\$2,000	\$2,000	\$1,500	\$1,500
TOTAL	\$824,308	\$840,556	\$775,791	\$803,821



CENTRAL WAREHOUSE

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.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Central Warehouse	1.35	1.30	1.45	1.45
FTE COUNT	1.35	1.30	1.45	1.45

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$233,852	\$244,738	\$224,348	\$233,932
REVENUES LESS EXPENSES	-\$233,852	-\$244,738	-\$224,348	-\$233,932

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$96,947	\$97,863	\$119,027	\$124,450
Allocated Costs	\$89,470	\$96,685	\$38,034	\$40,429
Benefits	\$46,888	\$47,772	\$64,984	\$66,750
Supplies & Services	\$930	\$2,418	\$2,303	\$2,303
Special Projects	-\$384	\$0	\$0	\$0
TOTAL	\$233,852	\$244,738	\$224,348	\$233,932



MAIL COURIER SERVICES

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Mail Courier Services	1.20	1.20	1.20	1.20
FTE COUNT	1.20	1.20	1.20	1.20

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$28,986	\$0	\$0	\$0
Expenses	\$177,761	\$163,466	\$169,098	\$170,735
REVENUES LESS EXPENSES	-\$148,774	-\$163,466	-\$169,098	-\$170,735

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$28,986	\$0	\$0	\$0
TOTAL	\$28,986	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$76,119	\$76,535	\$82,101	\$85,374

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$44,736	\$45,949	\$48,313	\$49,490
Supplies & Services	\$7,583	\$26,924	\$20,682	\$17,868
Allocated Costs	\$13,208	\$14,058	\$18,003	\$18,003
Capital Equip & Projects	\$28,986	\$0	\$0	\$0
Debt Service	\$7,128	\$0	\$0	\$0
TOTAL	\$177,761	\$163,466	\$169,098	\$170,735



RISK MANAGEMENT ADMINISTRATIVE OPERATIONS

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.

Streamline and automate certificate of insurance (COI) process for City agreements.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Administrative Operations	0.70	0.70	0.70	0.70
FTE COUNT	0.70	0.70	0.70	0.70

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$2,625,363	\$4,215,372	\$6,583,675	\$7,715,511
Expenses	\$2,890,035	\$3,603,849	\$4,874,506	\$5,496,356
REVENUES LESS EXPENSES	-\$264,672	\$611,523	\$1,709,169	\$2,219,155

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$2,831,311	\$4,174,572	\$6,556,175	\$7,688,011
Use Of Money & Prpty	-\$205,949	\$40,800	\$27,500	\$27,500
TOTAL	\$2,625,363	\$4,215,372	\$6,583,675	\$7,715,511

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$2,745,494	\$3,450,789	\$4,713,880	\$5,328,805
Salaries	\$87,742	\$92,689	\$99,546	\$104,026
Benefits	\$46,046	\$47,710	\$48,766	\$50,355
Allocated Costs	\$9,935	\$12,252	\$11,906	\$12,761
Transfers	\$818	\$409	\$409	\$409
TOTAL	\$2,890,035	\$3,603,849	\$4,874,506	\$5,496,356



WORKERS COMPENSATION

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance - Workers Comp	1.28	1.28	1.28	1.28
FTE COUNT	1.28	1.28	1.28	1.28

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$4,444,520	\$4,999,567	\$5,924,102	\$7,073,134

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$4,292,222	\$5,663,043	\$7,356,731	\$7,833,273
REVENUES LESS EXPENSES	\$152,298	-\$663,476	-\$1,432,629	-\$760,139

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$4,444,520	\$4,999,567	\$5,924,102	\$7,073,134
TOTAL	\$4,444,520	\$4,999,567	\$5,924,102	\$7,073,134

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$4,208,965	\$5,380,803	\$7,057,549	\$7,521,047
Salaries	\$164,762	\$174,035	\$185,992	\$194,430
Benefits	-\$98,167	\$86,651	\$88,535	\$91,498
Allocated Costs	\$16,661	\$21,553	\$24,655	\$26,298
TOTAL	\$4,292,222	\$5,663,043	\$7,356,731	\$7,833,273



LIABILITY

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Finance-Liability	1.10	2.10	1.10	1.10
FTE COUNT	1.10	2.10	1.10	1.10

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$2,738,591	\$7,559,852	\$4,521,071	\$5,415,971
Expenses	\$5,170,461	\$5,670,366	\$6,764,214	\$7,571,855
REVENUES LESS EXPENSES	-\$2,431,870	\$1,889,486	-\$2,243,143	-\$2,155,884

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$2,738,591	\$7,559,852	\$4,521,071	\$5,415,971
TOTAL	\$2,738,591	\$7,559,852	\$4,521,071	\$5,415,971

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$4,803,410	\$5,169,984	\$6,301,815	\$7,092,915
Allocated Costs	\$154,469	\$165,438	\$246,190	\$254,118
Salaries	\$145,384	\$238,451	\$146,115	\$152,446
Benefits	\$67,198	\$96,494	\$70,094	\$72,376
TOTAL	\$5,170,461	\$5,670,366	\$6,764,214	\$7,571,855



OCCUPATIONAL SAFETY/HEALTH

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Occupational Safety & Health	1.10	1.10	1.10	1.10
FTE COUNT	1.10	1.10	1.10	1.10

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$293,122	\$292,974	\$301,269	\$361,744
Expenses	\$214,708	\$312,209	\$353,447	\$367,615
REVENUES LESS EXPENSES	\$78,413	-\$19,235	-\$52,178	-\$5,871

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$293,122	\$292,974	\$301,269	\$361,744
TOTAL	\$293,122	\$292,974	\$301,269	\$361,744

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$118,625	\$128,113	\$134,146	\$142,576
Supplies & Services	\$26,186	\$108,700	\$138,740	\$141,240
Benefits	\$60,865	\$64,119	\$65,491	\$67,873
Allocated Costs	\$9,033	\$11,277	\$15,071	\$15,926
TOTAL	\$214,708	\$312,209	\$353,447	\$367,615



FIRE

The Santa Barbara City Fire Department is committed to ensuring the safety and protection of our community through the preservation of life, property, and the environment.

ABOUT FIRE

The Fire Department is responsible for the protection of Santa Barbara from fire, medical and other types of emergency incidents. 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 11,500 emergency incidents each year.

Employees conduct over 2,000 fire structure and vegetation management inspections each year as part of the department's commitment to a fire safety for the entire 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.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$7,460,559	\$5,456,815	\$5,924,261	\$6,055,180
Expenses	\$32,906,408	\$35,890,428	\$34,885,353	\$38,377,924
REVENUES LESS EXPENSES	-\$25,445,850	-\$30,433,613	-\$28,961,092	-\$32,322,744

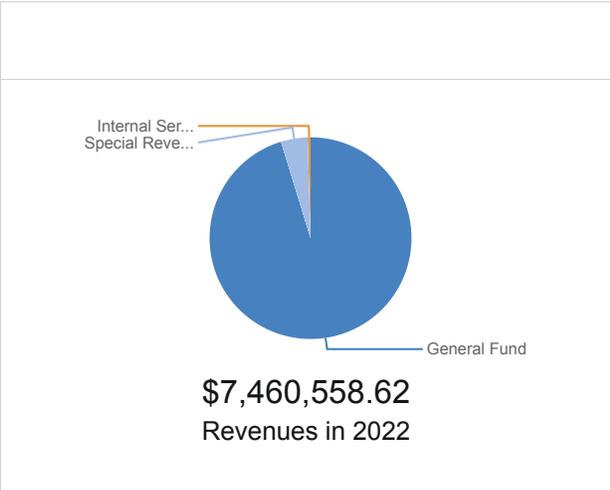
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$3,323,716	\$3,577,078	\$3,641,873	\$3,769,419
Intergov-Fed and State	\$2,335,635	\$1,141,081	\$1,500,000	\$1,500,000
Other Revenues	\$506,673	\$515,242	\$529,907	\$525,907
Internal Charges	\$1,025,336	\$0	\$0	\$0
Taxes, Fees, & Fines	\$213,545	\$188,564	\$217,631	\$225,004
Use Of Money & Prpty	\$34,850	\$34,850	\$34,850	\$34,850
Revenues	\$20,803	\$0	\$0	\$0
TOTAL	\$7,460,559	\$5,456,815	\$5,924,261	\$6,055,180

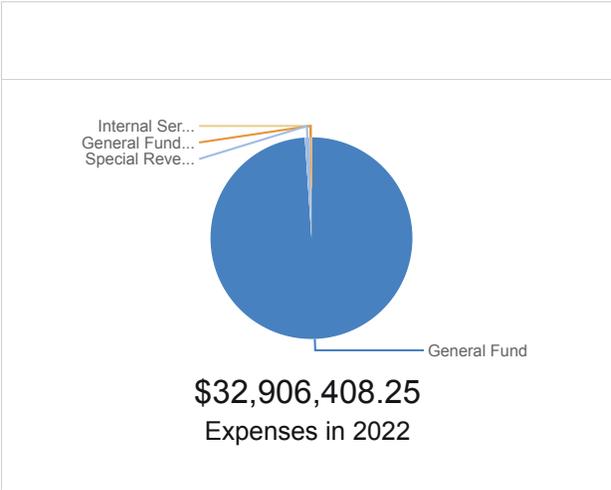
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$17,432,786	\$17,680,926	\$15,844,997	\$19,152,247
Benefits	\$11,160,633	\$12,386,748	\$12,864,153	\$13,507,536
Allocated Costs	\$2,878,360	\$3,344,681	\$3,842,188	\$3,910,064
Supplies & Services	\$1,064,875	\$1,530,998	\$1,153,579	\$757,579
Non-Capital Equipment	\$184,356	\$436,527	\$347,668	\$347,668
Special Projects	\$120,609	\$205,192	\$119,291	\$719,291
Capital Equip & Projects	\$47,575	\$101,653	\$566,400	\$370,000
Transfers	\$15,000	\$198,778	\$198,778	\$198,778
Debt Service	\$2,214	\$4,925	-\$51,701	-\$585,240
TOTAL	\$32,906,408	\$35,890,428	\$34,885,353	\$38,377,924

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$7,108,150	\$4,531,442	\$5,589,969	\$5,720,888
Special Revenue Funds	\$317,559	\$890,523	\$299,442	\$299,442
Internal Services Funds	\$34,850	\$34,850	\$34,850	\$34,850
TOTAL	\$7,460,559	\$5,456,815	\$5,924,261	\$6,055,180

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$32,557,751	\$34,917,542	\$33,958,106	\$37,640,164
Special Revenue Funds	\$270,375	\$842,135	\$325,997	\$332,909
Measure C - Capital	\$0	\$0	\$566,400	\$370,000
General Fund-Capital	\$54,285	\$95,901	\$0	\$0
Internal Services Funds	\$23,998	\$34,850	\$34,850	\$34,850
TOTAL	\$32,906,408	\$35,890,428	\$34,885,353	\$38,377,924

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

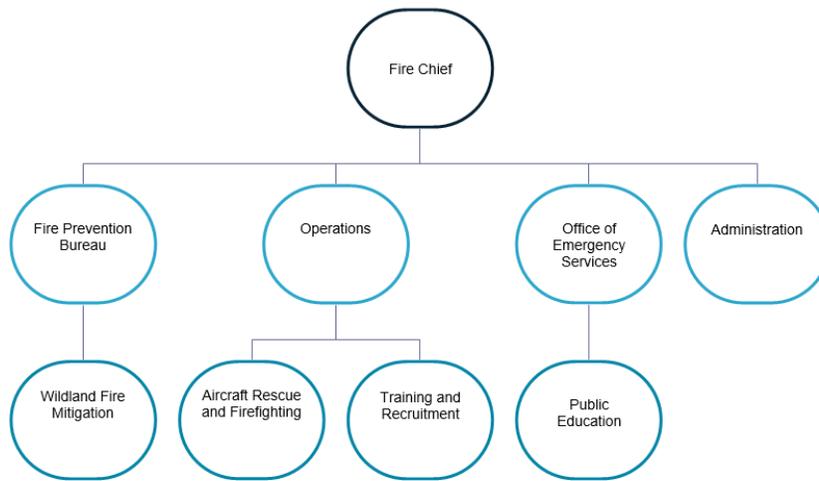
INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Provide professional and timely delivery of services to our whole community	Amount of social media engagements for public education and outreach non-response messaging by having 2,000 total engagements	Numeric Value	2,000.00
Innovation	Seek opportunities for innovation and implementation of technology	Investigate and respond to community inquiries via the City's new Citizen Request Management database within three business days	Days	3.00
Innovation	Seek opportunities for innovation and implementation of technology	Develop online request system to streamline public education and station tour requests. Ensure 80% of requests are submitted through new online system	Percent	80.00
Innovation	Provide professional and timely delivery of services to our whole community	Successful integration to Regional Dispatch by 2025	Percent	100.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Seek opportunities for innovation and implementation of technology	Implement the use of Teams for Emergency Operations Center processes and documentation. Hold two trainings on EOC Teams utilization	Numeric Value	2.00
Organizational Optimization	Strengthen the SBFD's sustainability and community resilience	Complete 14 miles of vegetation road clearance within the WFSAD	Numeric Value	14.00
Organizational Optimization	Strengthen the SBFD's sustainability and community resilience	Reach 1,000 community members through the delivery of community disaster education and fire safety outreach presentations, including Fire Safety House	Numeric Value	1,000.00
Organizational Optimization	Strengthen the SBFD's sustainability and community resilience	Inspect 90% of high risk residential facilities annually	Percent	90.00
Organizational Optimization	Strengthen the SBFD's sustainability and community resilience	Ensure emergency incident response time is 6 minutes and 15 seconds 90% of the time	Percent	90.00
Thriving Workforce	Support and foster opportunities for personal growth and professional development	Provide quarterly EOC training for City staff and volunteers assigned to the EOC	Days	4.00
Thriving Workforce	Support and foster opportunities for personal growth and professional development	Conduct SEMS training to all attendees of the City's New Employee Orientation	Numeric Value	3.00
Thriving Workforce	Diligently establish a healthy, safe, and productive culture	75% of staff participating in annual Health Physical Exam	Percent	75.00
Thriving Workforce	Support and foster opportunities for personal growth and professional development	75% of staff participating in at least one professional development or external training opportunity annually	Percent	75.00
				3,536.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Fire Administration
- Emergency Services & Public Education
- Fire Prevention
- Wildland Fire Mitigation
- Operations/Suppression
- Fire Training & Recruitment
- Aircraft Rescue & Firefighting



FIRE ADMINISTRATION

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 County, State and Federal emergency response agencies.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Fire-Administration	5.00	5.00	5.00	5.00
FTE COUNT	5.00	5.00	5.00	5.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$213,545	\$188,564	\$217,631	\$225,004
Expenses	\$1,168,697	\$1,389,974	\$1,681,731	\$1,206,814
REVENUES LESS EXPENSES	-\$955,152	-\$1,201,410	-\$1,464,100	-\$981,810

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$213,545	\$188,564	\$217,631	\$225,004
TOTAL	\$213,545	\$188,564	\$217,631	\$225,004

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$551,813	\$631,492	\$616,097	\$640,679
Benefits	\$441,998	\$520,888	\$473,216	\$494,195
Allocated Costs	\$103,503	\$144,914	\$624,152	\$637,212
Supplies & Services	\$24,172	\$24,891	\$24,893	\$24,893
Special Projects	\$27,512	\$47,488	\$0	\$0
Capital Equip & Projects	\$19,700	\$20,300	\$0	\$0

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Debt Service	\$0	\$0	-\$56,626	-\$590,165
TOTAL	\$1,168,697	\$1,389,974	\$1,681,731	\$1,206,814



EMERGENCY SERVICES & PUBLIC EDUCATION

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 and disaster education programs for the public that are linguistically appropriate and culturally relevant; 2) training City employees regarding their Disaster Service Worker and Emergency Operations Center roles and responsibilities; and 3) 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 Emergency Operations Plan, Local Hazard Mitigation Plan and supporting documents.

Provide focused hybrid training for Emergency Operations Center (EOC) staff and volunteers.

Coordinate and conduct bilingual safety and disaster training including, but not limited to: CERT, LISTOS, Community Disaster Education (CDE), evacuation/fire drills, and fire extinguisher training.

Engage with third grade elementary school students to provide fire safety education through the Fire Safety House Program.

Provide bilingual safety and disaster messaging to the community through social media and other media platforms.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Emergency Svcs and Public Educ	2.00	2.00	2.00	2.00
FTE COUNT	2.00	2.00	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$490,308	\$578,117	\$427,795	\$449,863
REVENUES LESS EXPENSES	-\$490,308	-\$578,117	-\$427,795	-\$449,863

Expense Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$217,084	\$221,824	\$233,352	\$248,944
Benefits	\$127,386	\$132,311	\$132,710	\$139,042
Allocated Costs	\$121,758	\$179,597	\$27,348	\$27,492
Supplies & Services	\$24,081	\$34,385	\$34,385	\$34,385
Special Projects	\$0	\$10,000	\$0	\$0
TOTAL	\$490,308	\$578,117	\$427,795	\$449,863



FIRE PREVENTION

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.

Re-launch the engine company inspection program utilizing the new ImageTrend record management system.

Establish a comprehensive pre-plan program that integrates with our record management system and computer aided dispatch.

Utilize department issued I-Pads for numerous in-field record management systems and fire scene investigation reports.

Develop Fire Prevention personnel by California State Fire Marshal certification training and continuing education.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Fire-Prevention	5.00	5.00	5.00	5.00
FTE COUNT	5.00	5.00	5.00	5.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$187,344	\$323,878	\$428,201	\$428,201
Expenses	\$1,204,210	\$1,598,680	\$1,315,008	\$1,388,853
REVENUES LESS EXPENSES	-\$1,016,866	-\$1,274,802	-\$886,807	-\$960,652

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$187,344	\$323,878	\$428,201	\$428,201
TOTAL	\$187,344	\$323,878	\$428,201	\$428,201

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$510,309	\$739,976	\$588,149	\$625,356
Benefits	\$515,163	\$658,006	\$557,825	\$590,322
Allocated Costs	\$145,015	\$156,328	\$133,188	\$137,330
Supplies & Services	\$33,722	\$44,370	\$35,845	\$35,845
TOTAL	\$1,204,210	\$1,598,680	\$1,315,008	\$1,388,853



WILDLAND FIRE MITIGATION

Protect lives, property and natural resources threatened by wildland firethrough 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.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Wildland Fire Mitigation Pgm	3.00	3.00	3.00	3.00
FTE COUNT	3.00	3.00	3.00	3.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$310,118	\$839,442	\$299,442	\$299,442
Expenses	\$605,132	\$1,517,991	\$1,083,938	\$811,053
REVENUES LESS EXPENSES	-\$295,013	-\$678,549	-\$784,496	-\$511,611

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$292,227	\$299,442	\$299,442	\$299,442
Intergov-Fed and State	\$0	\$540,000	\$0	\$0
Internal Charges	\$17,891	\$0	\$0	\$0
TOTAL	\$310,118	\$839,442	\$299,442	\$299,442

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$220,380	\$517,727	\$299,291	\$315,542
Supplies & Services	\$84,038	\$542,735	\$371,728	\$71,728

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$146,909	\$204,821	\$213,899	\$222,947
Special Projects	\$93,097	\$147,704	\$119,291	\$119,291
Allocated Costs	\$45,707	\$46,839	\$74,804	\$76,620
Capital Equip & Projects	\$0	\$53,240	\$0	\$0
Transfers	\$15,000	\$0	\$0	\$0
Debt Service	\$0	\$4,925	\$4,925	\$4,925
TOTAL	\$605,132	\$1,517,991	\$1,083,938	\$811,053



OPERATIONS / SUPPRESSION

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Fire-Operations	79.29	79.29	79.29	79.29
FTE COUNT	79.29	79.29	79.29	79.29

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$3,613,179	\$851,731	\$1,765,315	\$1,761,315
Expenses	\$25,723,603	\$26,813,091	\$26,260,809	\$29,643,967
REVENUES LESS EXPENSES	-\$22,110,424	-\$25,961,360	-\$24,495,494	-\$27,882,652

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$2,335,635	\$601,081	\$1,500,000	\$1,500,000
Internal Charges	\$1,007,445	\$0	\$0	\$0
Other Revenues	\$214,447	\$215,800	\$230,465	\$226,465
Use Of Money & Prpty	\$34,850	\$34,850	\$34,850	\$34,850
Revenues	\$20,803	\$0	\$0	\$0
TOTAL	\$3,613,179	\$851,731	\$1,765,315	\$1,761,315

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$13,878,820	\$13,487,186	\$11,854,635	\$14,989,163
Benefits	\$8,364,872	\$9,097,343	\$9,833,613	\$10,327,610
Allocated Costs	\$2,441,376	\$2,789,807	\$2,860,268	\$2,907,301
Supplies & Services	\$824,090	\$775,337	\$599,447	\$503,447
Non-Capital Equipment	\$184,356	\$436,527	\$347,668	\$347,668

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$27,875	\$28,113	\$566,400	\$370,000
Transfers	\$0	\$198,778	\$198,778	\$198,778
Debt Service	\$2,214	\$0	\$0	\$0
TOTAL	\$25,723,603	\$26,813,091	\$26,260,809	\$29,643,967



FIRE TRAINING & RECRUITMENT

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.

Maintain accurate training records for current personnel.

Oversee the hiring process for incoming firefighter recruits; plan for and implement a recruit academy.

Provide for and promote professional growth opportunities through education and training.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Fire-Trng/Recruitment	1.80	1.80	1.80	1.80
FTE COUNT	1.80	1.80	1.80	1.80

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$710,968	\$887,072	\$951,610	\$1,577,534
REVENUES LESS EXPENSES	-\$710,968	-\$887,072	-\$951,610	-\$1,577,534

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$346,670	\$467,426	\$479,354	\$489,998
Benefits	\$282,491	\$324,439	\$334,436	\$349,716
Special Projects	\$0	\$0	\$0	\$600,000
Supplies & Services	\$69,175	\$81,386	\$81,386	\$81,386
Allocated Costs	\$12,633	\$13,822	\$56,434	\$56,434
TOTAL	\$710,968	\$887,072	\$951,610	\$1,577,534



AIRCRAFT RESCUE & FIREFIGHTING

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.

Continue to improve data and training documentation and collection through Vector Solutions to ensure timely and accurate compliance for FAA.

Inspect all aircraft fueling vehicles for compliance with FAA standards and issue required permits.

Inspect all aircraft fuel farms for compliance with FAA standards and issue required permits.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Fire-ARFF	9.91	9.91	9.91	9.91
FTE COUNT	9.91	9.91	9.91	9.91

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$3,136,372	\$3,253,200	\$3,213,672	\$3,341,218
Expenses	\$3,003,490	\$3,105,504	\$3,164,462	\$3,299,839
REVENUES LESS EXPENSES	\$132,882	\$147,696	\$49,210	\$41,379

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$3,136,372	\$3,253,200	\$3,213,672	\$3,341,218
TOTAL	\$3,136,372	\$3,253,200	\$3,213,672	\$3,341,218

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,707,710	\$1,615,295	\$1,774,119	\$1,842,566

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$1,281,814	\$1,448,939	\$1,318,455	\$1,383,703
Allocated Costs	\$8,369	\$13,374	\$65,994	\$67,675
Supplies & Services	\$5,598	\$27,895	\$5,895	\$5,895
TOTAL	\$3,003,490	\$3,105,504	\$3,164,462	\$3,299,839



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 FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$190,086,715	\$187,406,318	\$167,233,591	\$174,207,663
Expenses	\$39,677,843	\$36,859,927	\$47,136,648	\$31,411,015
REVENUES LESS EXPENSES	\$150,408,872	\$150,546,391	\$120,096,943	\$142,796,648

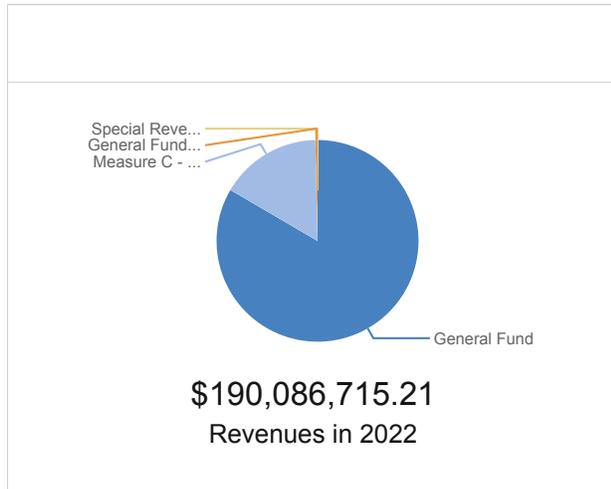
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$142,683,451	\$136,342,023	\$152,380,654	\$158,929,299
Internal Charges	\$40,526,489	\$38,653,568	\$9,430,779	\$9,759,106
Service Charges	\$4,230,438	\$4,325,869	\$2,925,000	\$3,025,000
Intergov-Fed and State	\$5,249,029	\$7,515,000	\$0	\$0
Other Revenues	\$139,780	\$28,140	\$1,028,140	\$1,028,140
Use Of Money & Prpty	-\$2,946,489	\$541,718	\$1,469,018	\$1,466,118
Revenues	\$204,017	\$0	\$0	\$0
TOTAL	\$190,086,715	\$187,406,318	\$167,233,591	\$174,207,663

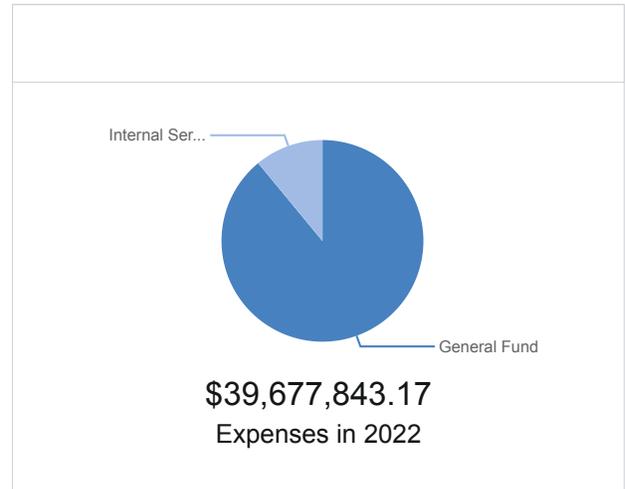
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Transfers	\$35,321,760	\$37,675,125	\$52,886,648	\$36,161,015
Benefits	\$4,356,083	\$780,088	\$0	\$0
Debt Service	\$0	\$49,250	\$250,000	\$250,000
Salaries	\$0	-\$1,644,536	-\$6,000,000	-\$5,000,000
TOTAL	\$39,677,843	\$36,859,927	\$47,136,648	\$31,411,015

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$158,589,125	\$150,941,905	\$167,233,591	\$174,207,663

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Measure C - Capital	\$30,824,430	\$28,399,413	\$0	\$0
Special Revenue Funds	\$8,161	\$7,515,000	\$0	\$0
General Fund-Capital	\$665,000	\$550,000	\$0	\$0
TOTAL	\$190,086,715	\$187,406,318	\$167,233,591	\$174,207,663

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$35,321,760	\$33,303,533	\$47,136,648	\$31,411,015
Internal Services Funds	\$4,356,083	\$3,556,394	\$0	\$0
TOTAL	\$39,677,843	\$36,859,927	\$47,136,648	\$31,411,015

PROGRAMS

- Post-Employment Benefits



HUMAN RESOURCES

The Human Resources Department Mission: To recruit, retain, and develop a workforce that is dedicated to the Community and the Organization.

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.

The Vision of the Human Resources Department is to become an organization that cultivates diversity and inspires innovation as the leading employer of choice on the Central Coast. In fulfillment of that vision, the Human Resources Department values:

- 1) Acting with integrity to earn the respect and trust of the community and employees
- 2) Customer service that exceeds expectations
- 3) Teamwork that provides leadership and guidance to the organization
- 4) Developing a fair workplace through diversity and inclusion

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.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$71,644	\$35,000	\$20,000	\$20,000
Expenses	\$2,179,128	\$3,047,913	\$2,381,976	\$2,478,854
REVENUES LESS EXPENSES	-\$2,107,484	-\$3,012,913	-\$2,361,976	-\$2,458,854

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$0	\$35,000	\$20,000	\$20,000
Intergov-Fed and State	\$71,644	\$0	\$0	\$0
TOTAL	\$71,644	\$35,000	\$20,000	\$20,000

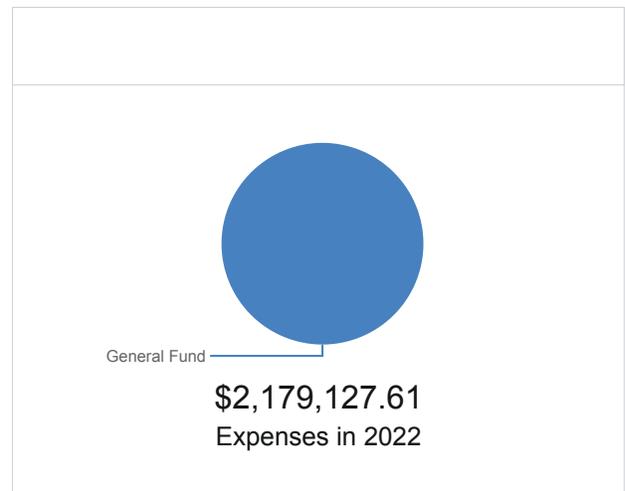
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,104,583	\$1,289,598	\$1,373,925	\$1,446,208
Benefits	\$540,421	\$622,883	\$650,078	\$669,139
Supplies & Services	\$356,648	\$900,397	\$183,843	\$184,843
Allocated Costs	\$135,681	\$157,786	\$154,129	\$158,664
Special Projects	\$41,740	\$77,249	\$20,000	\$20,000
Capital Equip & Projects	\$54	\$0	\$0	\$0
TOTAL	\$2,179,128	\$3,047,913	\$2,381,976	\$2,478,854

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$0	\$35,000	\$20,000	\$20,000
Intergov-Fed and State	\$71,644	\$0	\$0	\$0
TOTAL	\$71,644	\$35,000	\$20,000	\$20,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,104,583	\$1,289,598	\$1,373,925	\$1,446,208
Benefits	\$540,421	\$622,883	\$650,078	\$669,139
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Special Projects	\$41,740	\$77,249	\$20,000	\$20,000
Capital Equip & Projects	\$54	\$0	\$0	\$0
TOTAL	\$2,179,128	\$3,047,913	\$2,381,976	\$2,478,854

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

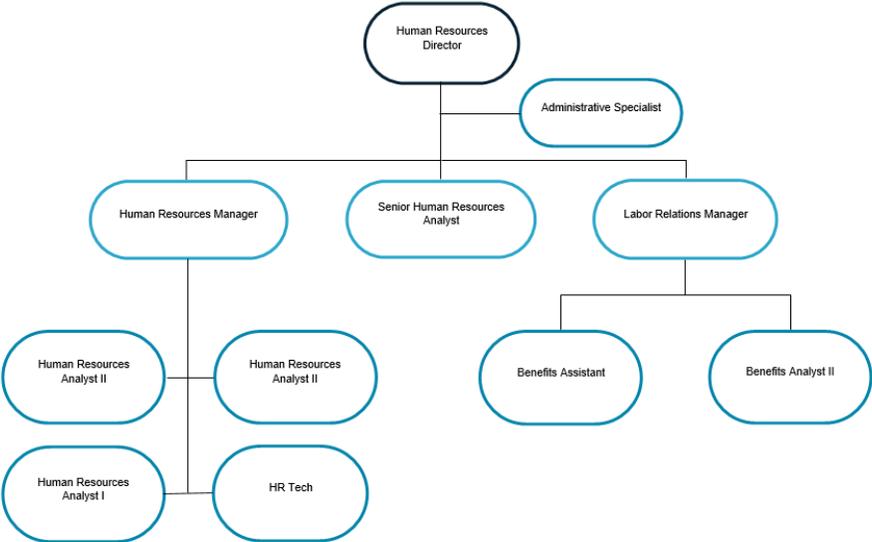
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	To become an organization that cultivates diversity and inspires innovation as the leading employer of choice on the Central Coast.	Develop recommendations that create across-the-board benefits equity.	Numeric Value	2.00
Organizational Optimization	To provide customer service that exceeds expectations and leverages technology that creates solutions that meet organization and community needs.	Implementation of various NeoGov modules.	Numeric Value	2.00
Thriving Workforce	To recruit, retain, and develop a workforce that is dedicated to the Community and the Organization.	Completion of the Classification and Compensation Study and implementation of a more robust training campaign and program.	Numeric Value	1.00
				5.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Human Resources



HUMAN RESOURCES

The Human Resources Department Mission: To recruit, retain, and develop a workforce that is dedicated to the Community and the Organization.

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 classifications.

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.

Labor Relations: negotiate successor agreements with various bargaining units.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Human Resources	10.25	10.25	10.00	10.00
Employee Relations	0.00	0.00	1.00	1.00
FTE COUNT	10.25	10.25	11.00	11.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$71,644	\$35,000	\$20,000	\$20,000
Expenses	\$2,179,128	\$3,047,913	\$2,381,976	\$2,478,854

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
REVENUES LESS EXPENSES	-\$2,107,484	-\$3,012,913	-\$2,361,976	-\$2,458,854

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$0	\$35,000	\$20,000	\$20,000
Intergov-Fed and State	\$71,644	\$0	\$0	\$0
TOTAL	\$71,644	\$35,000	\$20,000	\$20,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,104,583	\$1,289,598	\$1,373,925	\$1,446,208
Benefits	\$540,421	\$622,883	\$650,078	\$669,139
Supplies & Services	\$356,648	\$900,397	\$183,843	\$184,843
Allocated Costs	\$135,681	\$157,786	\$154,129	\$158,664
Special Projects	\$41,740	\$77,249	\$20,000	\$20,000
Capital Equip & Projects	\$54	\$0	\$0	\$0
TOTAL	\$2,179,128	\$3,047,913	\$2,381,976	\$2,478,854



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.

The Information Technology Department is budgeted in the Information Technology Fund (an internal services fund) and the Information Technology Capital Fund.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,006,010	\$6,309,889	\$7,373,378	\$7,323,885
Expenses	\$5,028,813	\$7,698,266	\$7,420,395	\$6,967,935
REVENUES LESS EXPENSES	-\$22,803	-\$1,388,377	-\$47,017	\$355,950

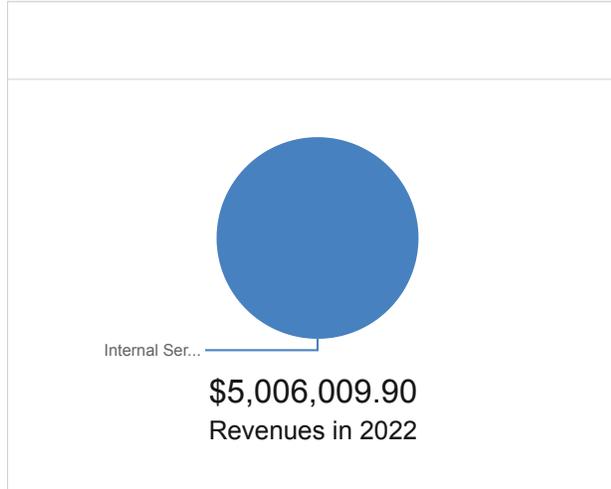
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$5,006,010	\$6,109,889	\$7,176,538	\$7,117,787
Revenues	\$0	\$200,000	\$196,840	\$206,098
TOTAL	\$5,006,010	\$6,309,889	\$7,373,378	\$7,323,885

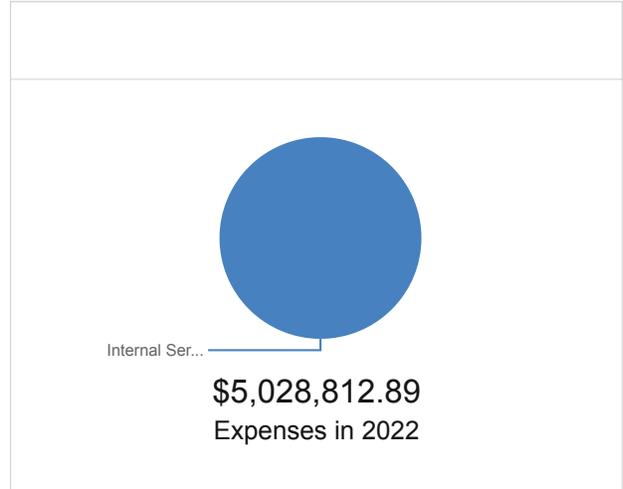
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,705,363	\$2,355,541	\$2,637,351	\$2,791,343
Supplies & Services	\$1,339,040	\$1,888,869	\$2,097,695	\$2,237,941
Benefits	\$356,516	\$1,067,563	\$1,264,047	\$1,305,021
Capital Equip & Projects	\$736,651	\$1,258,003	\$200,000	\$100,000
Non-Capital Equipment	\$349,881	\$704,922	\$648,830	\$137,120
Allocated Costs	\$260,040	\$291,491	\$328,263	\$341,611
Transfers	\$267,127	\$131,677	\$240,830	\$110,000
Special Projects	\$14,195	\$200	\$200	\$200
Debt Service	\$0	\$0	\$3,179	-\$55,301
TOTAL	\$5,028,813	\$7,698,266	\$7,420,395	\$6,967,935

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Services Funds	\$5,006,010	\$6,309,889	\$7,373,378	\$7,323,885
TOTAL	\$5,006,010	\$6,309,889	\$7,373,378	\$7,323,885

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Services Funds	\$5,028,813	\$7,698,266	\$7,420,395	\$7,467,935
General Fund-Capital	\$0	\$0	\$0	-\$500,000
TOTAL	\$5,028,813	\$7,698,266	\$7,420,395	\$6,967,935

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

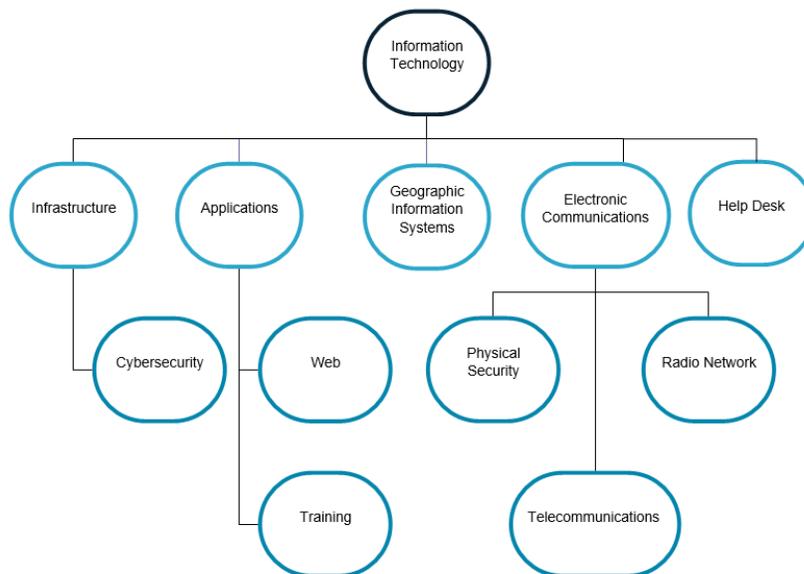
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City’s culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Review processes to improve the services provided by Information Technology.	Reduce the time for full-time new employee onboarding by 50%.	Percent	50.00
Organizational Optimization	Provide technology to streamline operations and meet the goals of the organization.	Complete 80% of projects in the fiscal year it was projected to be completed.	Percent	80.00
Thriving Workforce	Ensure that employees have the tools and support to adequately perform their jobs.	75% percent of employees have 16+ hours of professional development annually.	Percent	75.00
Thriving Workforce	Ensure that employees have the tools and support to adequately perform their jobs.	Resolve 85% of the Information Technology service level agreement goals.	Percent	85.00
				290.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Information Technology
- Electronic Maintenance



INFORMATION TECHNOLOGY

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 network/IT infrastructure with high-speed network access to City facilities.

Maintain, upgrade, and support 1000 workstations and 160 infrastructure and application servers.

Support the financial, asset management, permitting, timekeeping, and Constituent Relationship Management (CRM) systems, as well as City-wide and departmental application systems.

Maintain and support a multi-layered cybersecurity program.

Provide computer, application and cybersecurity training for City staff.

Provide a central Help Desk support service for quick and effective problem diagnosis and resolution.

Provide an accessible and user-friendly public Web site to residents and internal intranet services to City staff.

Provide, support and maintain city-wide collaboration, communication and mobility technologies.

Support City-wide disaster recovery and business continuity plans.

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.

Shepherd I.T governance to 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 negotiations with the selected vendor, and obtaining Council approval.

Provide project management services for enterprise-wide and department-specific application upgrades and new implementations.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
IT-Enterprise Application Syst	3.75	7.75	8.55	8.55
IT-Network/Infrastructure	11.85	8.50	9.70	9.70
IT-GIS Support	2.65	3.00	3.75	3.75
FTE COUNT	18.25	19.25	22.00	22.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,006,010	\$6,309,889	\$7,373,378	\$7,323,885
Expenses	\$5,028,813	\$7,698,266	\$7,420,395	\$6,967,935
REVENUES LESS EXPENSES	-\$22,803	-\$1,388,377	-\$47,017	\$355,950

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$5,006,010	\$6,109,889	\$7,176,538	\$7,117,787
Revenues	\$0	\$200,000	\$196,840	\$206,098
TOTAL	\$5,006,010	\$6,309,889	\$7,373,378	\$7,323,885

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,705,363	\$2,355,541	\$2,637,351	\$2,791,343
Supplies & Services	\$1,339,040	\$1,888,869	\$2,097,695	\$2,237,941
Benefits	\$356,516	\$1,067,563	\$1,264,047	\$1,305,021
Capital Equip & Projects	\$736,651	\$1,258,003	\$200,000	\$100,000
Non-Capital Equipment	\$349,881	\$704,922	\$648,830	\$137,120
Allocated Costs	\$260,040	\$291,491	\$328,263	\$341,611
Transfers	\$267,127	\$131,677	\$240,830	\$110,000
Special Projects	\$14,195	\$200	\$200	\$200
Debt Service	\$0	\$0	\$3,179	-\$55,301
TOTAL	\$5,028,813	\$7,698,266	\$7,420,395	\$6,967,935



ELECTRONIC MAINTENANCE

Provide Electronic Communication Engineering Services and Maintenance for Citywide Radio, Telephone/Voicemail, Microwaves, Access Control Systems, Security Camera, Combined Communications Center (911), and other associated electronic systems to ensure uninterrupted high quality communication operations used 24/7 365.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Electronic Maintenance	6.45	6.50	6.75	6.75
FTE COUNT	6.45	6.50	6.75	6.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,196,538	\$1,279,081	\$1,414,151	\$1,462,146
Expenses	\$1,156,684	\$1,352,868	\$1,462,293	\$1,531,506
REVENUES LESS EXPENSES	\$39,854	-\$73,787	-\$48,142	-\$69,360

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$1,196,538	\$1,279,081	\$1,414,151	\$1,462,146
TOTAL	\$1,196,538	\$1,279,081	\$1,414,151	\$1,462,146

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$436,568	\$572,910	\$651,009	\$692,835
Benefits	\$298,174	\$345,605	\$375,896	\$393,499
Allocated Costs	\$199,498	\$221,928	\$240,898	\$250,682
Supplies & Services	\$212,143	\$203,827	\$185,892	\$185,892
Non-Capital Equipment	\$3,104	\$5,000	\$5,000	\$5,000
Transfers	\$7,198	\$3,598	\$3,598	\$3,598
TOTAL	\$1,156,684	\$1,352,868	\$1,462,293	\$1,531,506



LIBRARY

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

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.

The Central and Eastside libraries serve the residents of Santa Barbara, while the Montecito branch library is 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.

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

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$2,842,672	\$3,063,021	\$1,445,652	\$1,498,615
Expenses	\$7,756,148	\$22,139,114	\$10,557,495	\$9,684,265
REVENUES LESS EXPENSES	-\$4,913,475	-\$19,076,093	-\$9,111,842	-\$8,185,650

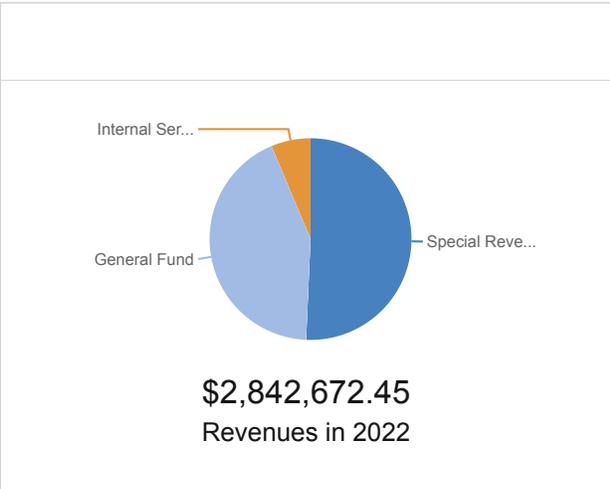
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$1,586,283	\$1,179,459	\$988,361	\$988,361
Other Revenues	\$284,676	\$3,460,493	\$297,115	\$347,513
Intergov-Fed and State	\$360,602	\$2,234,976	\$0	\$0
Internal Charges	\$367,787	\$965,818	\$78,526	\$81,091
Intergov- Local	\$210,142	\$132,075	\$0	\$0
Use Of Money & Prpty	\$17,124	\$36,500	\$66,500	\$66,500
Taxes, Fees, & Fines	\$16,059	\$19,550	\$15,150	\$15,150
TOTAL	\$2,842,672	\$8,028,871	\$1,445,652	\$1,498,615

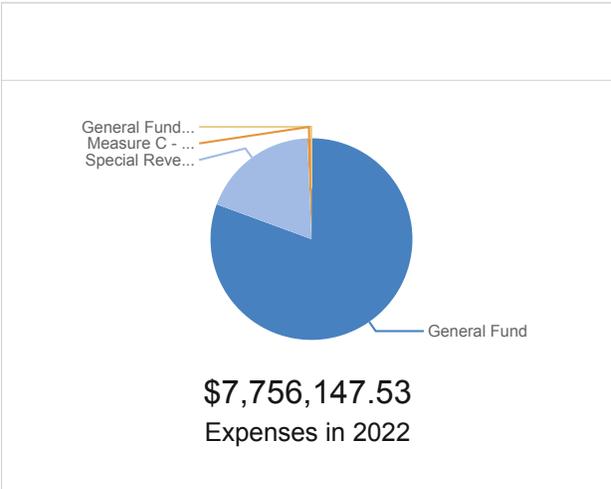
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$941,406	\$13,583,715	\$1,457,450	\$863,000
Salaries	\$2,935,966	\$4,421,590	\$3,977,814	\$4,220,894
Benefits	\$1,517,704	\$1,983,162	\$1,917,815	\$1,983,389
Supplies & Services	\$1,019,284	\$2,310,730	\$1,178,311	\$1,159,659
Allocated Costs	\$1,106,548	\$1,229,918	\$1,158,774	\$1,212,762
Special Projects	\$55,239	\$219,431	\$141,685	\$148,769
Non-Capital Equipment	\$0	\$180,000	\$6,518	\$6,518
Transfers	\$180,000	\$0	\$0	\$0
TOTAL	\$7,756,148	\$23,928,546	\$9,838,367	\$9,594,991

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Revenue Funds	\$1,441,198	\$6,772,573	\$393,573	\$443,971
General Fund	\$1,221,474	\$1,006,298	\$1,052,079	\$1,054,644
General Fund-Capital	\$0	\$250,000	\$0	\$0
Internal Services Funds	\$180,000	\$0	\$0	\$0
TOTAL	\$2,842,672	\$8,028,871	\$1,445,652	\$1,498,615

Expenditure Fund

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$6,252,526	\$7,670,640	\$7,430,997	\$7,711,346
Special Revenue Funds	\$1,452,684	\$7,471,385	\$949,920	\$1,020,645
Measure C - Capital	\$45,942	\$8,015,917	\$1,457,450	\$863,000
General Fund-Capital	\$4,995	\$590,604	\$0	\$0
Internal Services Funds	\$0	\$180,000	\$0	\$0
TOTAL	\$7,756,148	\$23,928,546	\$9,838,367	\$9,594,991

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

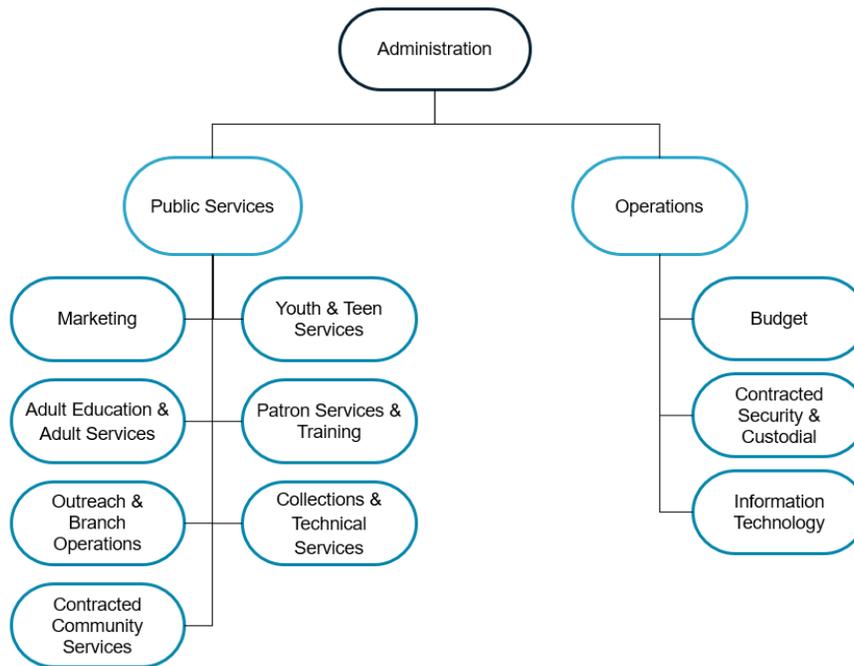
INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Per EDGE assessment recommendations, increase access to library services and technology by adopting assistive technology.	Percent of public computer workstations and public access catalog stations outfitted with assistive technology features.	Percent	5.00
Innovation	Per EDGE assessment recommendations, access to digital content creation through access to technology and educational opportunities	Number of sessions utilizing Library collections to create content.	Numeric Value	50.00
Innovation	Per EDGE assessment recommendations, engage with community and stakeholder organizations about future needs regarding technology access.	Number of public forums on technology needs.	Numeric Value	4.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Per EDGE assessment recommendations, access to digital content creation through access to technology and educational opportunities	Number of public classes offered on instruction on using library services and collections to create content.	Numeric Value	6.00
Innovation	Per EDGE assessment recommendations, engage with community and stakeholder organizations about future needs regarding technology access.	Number of meetings regarding technology needs with stakeholder and partner organizations.	Numeric Value	6.00
Organizational Optimization	Collaborate with Economic Development Manager to leverage Library programs and services to support the business community.	Number of library-organized job fairs	Numeric Value	4.00
Organizational Optimization	Increase access to Library collections, programs, services, and facilities.	Number of hours that the Library on the Go van delivers services, programs, and collections to offsite locations.	Hours	1,300.00
Organizational Optimization	Increase access to Library collections, programs, services, and facilities.	Number of outreach visits to offsite locations to deliver library programs, services, and collections to the community.	Numeric Value	300.00
Organizational Optimization	Increase access to Library collections, programs, services, and facilities.	Hours per week City Library facilities are open to the public.	Hours	89.00
Organizational Optimization	Collaborate with Economic Development Manager to leverage Library programs and services to support the business community.	Submissions of content to quarterly business newsletter	Numeric Value	4.00
Organizational Optimization	Collaborate with Economic Development Manager to leverage Library programs and services to support the business community.	Number of State Street activations supported or organized by the Library	Numeric Value	12.00
Organizational Optimization	Increase access to Library collections, programs, services, and facilities.	Number of unique locations for outreach and Library on the Go services.	Numeric Value	40.00
Thriving Workforce	Support youth development and future interest in public service by offering paid teen internship positions.	Number of interns completing the career and college readiness curriculum.	Numeric Value	12.00
Thriving Workforce	Support staff development, advancement opportunities, and succession planning by offering continuing education, professional development, and training opportunities.	Staff who have been employed in the department for a year or longer have taken a professional development course or training opportunity.	Percent	100.00
Thriving Workforce	Support staff development, advancement opportunities, and succession planning by offering continuing education, professional development, and training opportunities.	Staff surveys report satisfaction, clear expectations, and feeling supported by supervisors and library management.	Percent	85.00
Thriving Workforce	Support staff development, advancement opportunities, and succession planning by offering continuing education, professional development, and training opportunities.	Complete basic training and onboarding of all staff within 90 days	Percent	100.00
Thriving Workforce	Collaborate with City Human Resources department to leverage existing library programs and services to better support the recruitment and ongoing training of City staff.	Number of Library led training opportunities open to all City staff.	Numeric Value	4.00
Thriving Workforce	Collaborate with City Human Resources department to leverage existing library programs and services to better support the recruitment and ongoing training of City staff.	Number of City job applicants who utilize SBPL Works! Services	Numeric Value	50.00
				2,171.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Library Administration
- Central Library
- Eastside Library
- Montecito Library
- Library on the Go
- Library Adult Education



CENTRAL LIBRARY

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.

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.

Provide and coordinate Adult Literacy services system-wide.

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.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Library - Central Library	28.85	28.90	29.05	29.05
FTE COUNT	28.85	28.90	29.05	29.05

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,708,105	\$6,622,878	\$1,130,668	\$1,181,066
Expenses	\$5,636,999	\$12,423,286	\$6,103,582	\$6,357,668
REVENUES LESS EXPENSES	-\$3,928,894	-\$5,800,408	-\$4,972,914	-\$5,176,602

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$119,615	\$3,268,526	\$171,115	\$221,513
Service Charges	\$805,008	\$855,780	\$887,953	\$887,953
Intergov-Fed and State	\$360,602	\$1,801,573	\$0	\$0
Internal Charges	\$180,000	\$650,000	\$0	\$0
Intergov- Local	\$210,142	\$0	\$0	\$0
Use Of Money & Prpty	\$20,008	\$30,000	\$60,000	\$60,000
Taxes, Fees, & Fines	\$12,731	\$17,000	\$11,600	\$11,600
TOTAL	\$1,708,105	\$6,622,878	\$1,130,668	\$1,181,066

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,708,105	\$6,622,878	\$1,130,668	\$1,181,066
Expenses	\$5,636,999	\$12,423,286	\$6,103,582	\$6,357,668
REVENUES LESS EXPENSES	-\$3,928,894	-\$5,800,408	-\$4,972,914	-\$5,176,602



EASTSIDE LIBRARY

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, 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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Library - Eastside Library	2.00	2.45	3.30	3.30
FTE COUNT	2.00	2.45	3.30	3.30

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$3,103	\$72,305	\$12,500	\$12,500
Expenses	\$314,357	\$491,985	\$585,927	\$605,785
REVENUES LESS EXPENSES	-\$311,254	-\$419,681	-\$573,427	-\$593,285

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$0	\$40,837	\$0	\$0
Other Revenues	\$1,700	\$20,468	\$0	\$0

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	\$440	\$6,500	\$6,500	\$6,500
Service Charges	\$466	\$3,500	\$4,500	\$4,500
Taxes, Fees, & Fines	\$497	\$1,000	\$1,500	\$1,500
TOTAL	\$3,103	\$72,305	\$12,500	\$12,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$122,072	\$178,286	\$312,105	\$327,670
Benefits	\$69,327	\$92,929	\$131,694	\$135,813
Supplies & Services	\$47,916	\$105,032	\$82,375	\$82,375
Allocated Costs	\$26,901	\$34,962	\$59,235	\$59,410
Capital Equip & Projects	\$48,141	\$80,777	\$0	\$0
Non-Capital Equipment	\$0	\$0	\$518	\$518
TOTAL	\$314,357	\$491,985	\$585,927	\$605,785



MONTECITO LIBRARY

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, 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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Library - Montecito Library	0.94	1.10	1.10	1.10
FTE COUNT	0.94	1.10	1.10	1.10

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$427,164	\$446,729	\$222,458	\$222,458
Expenses	\$425,648	\$466,874	\$491,820	\$506,067
REVENUES LESS EXPENSES	\$1,516	-\$20,146	-\$269,362	-\$283,609

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$300,173	\$319,179	\$94,908	\$94,908
Other Revenues	\$125,468	\$126,000	\$126,000	\$126,000

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$1,848	\$1,550	\$1,550	\$1,550
Internal Charges	\$3,074	\$0	\$0	\$0
Use Of Money & Prpty	-\$3,400	\$0	\$0	\$0
TOTAL	\$427,164	\$446,729	\$222,458	\$222,458

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$142,483	\$187,803	\$199,202	\$207,452
Supplies & Services	\$124,915	\$191,335	\$202,032	\$204,597
Benefits	\$40,338	\$56,051	\$57,763	\$60,323
Allocated Costs	\$30,989	\$30,914	\$32,323	\$33,195
Capital Equip & Projects	\$86,923	\$771	\$0	\$0
Non-Capital Equipment	\$0	\$0	\$500	\$500
TOTAL	\$425,648	\$466,874	\$491,820	\$506,067



LIBRARY ON THE GO

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Library - Library On the Go	1.40	1.15	1.35	1.35
FTE COUNT	1.40	1.15	1.35	1.35

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$276,500	\$1,500	\$1,500
Expenses	\$118,672	\$467,691	\$279,290	\$293,812
REVENUES LESS EXPENSES	-\$118,672	-\$191,191	-\$277,790	-\$292,312

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$0	\$250,000	\$0	\$0
Other Revenues	\$0	\$25,500	\$0	\$0
Service Charges	\$0	\$1,000	\$1,000	\$1,000
Taxes, Fees, & Fines	\$0	\$0	\$500	\$500
TOTAL	\$0	\$276,500	\$1,500	\$1,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$55,020	\$127,536	\$152,384	\$164,296
Benefits	\$21,913	\$66,982	\$78,334	\$80,944
Capital Equip & Projects	\$20,010	\$200,000	\$0	\$0
Supplies & Services	\$1,029	\$46,400	\$24,933	\$24,933
Allocated Costs	\$20,700	\$26,773	\$23,639	\$23,639
TOTAL	\$118,672	\$467,691	\$279,290	\$293,812



LIBRARY ADULT EDUCATION

PROGRAM ACTIVITIES

Support job-seekers by hosting career fairs, workshops, job-training, resume review, interview practice, and other workforce development activities.

Provide and coordinate Adult Literacy services system-wide.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2024	FY2025
FTE Count		
Library - Adult Education	1.20	1.20
FTE COUNT	1.20	1.20

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$294,641	\$0	\$0
Expenses	\$0	\$506,698	\$368,863	\$387,697
REVENUES LESS EXPENSES	\$0	-\$212,056	-\$368,863	-\$387,697

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$0	\$142,566	\$0	\$0
Intergov- Local	\$0	\$132,075	\$0	\$0
Other Revenues	\$0	\$20,000	\$0	\$0
TOTAL	\$0	\$294,641	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$0	\$347,852	\$220,712	\$235,977
Benefits	\$0	\$64,222	\$111,431	\$114,999
Supplies & Services	\$0	\$94,624	\$600	\$600
Allocated Costs	\$0	\$0	\$36,121	\$36,121
TOTAL	\$0	\$506,698	\$368,863	\$387,697



MAYOR & COUNCIL

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

ABOUT THE MAYOR & 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 provides grants to various organizations to promote the arts, 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.

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

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$148,441	\$120,000	\$105,000	\$107,000
Expenses	\$3,473,104	\$3,371,743	\$3,331,169	\$3,366,916
REVENUES LESS EXPENSES	-\$3,324,663	-\$3,251,743	-\$3,226,169	-\$3,259,916

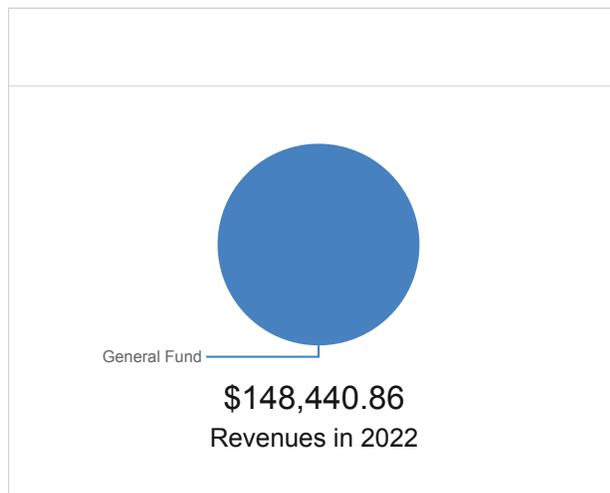
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$148,441	\$120,000	\$105,000	\$107,000
TOTAL	\$148,441	\$120,000	\$105,000	\$107,000

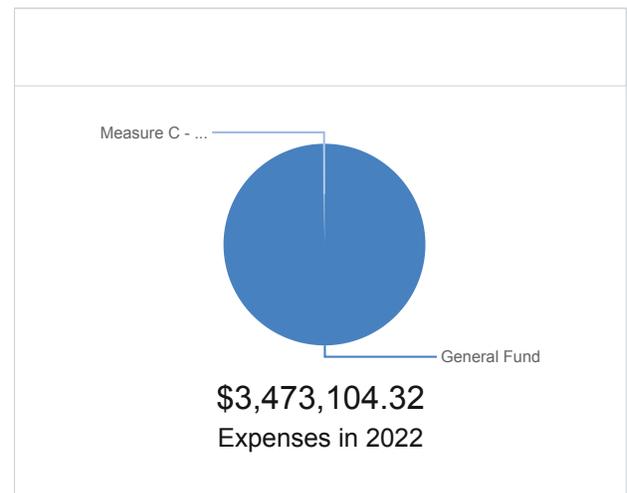
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$2,558,320	\$2,293,481	\$2,153,425	\$2,155,425
Salaries	\$455,805	\$465,418	\$530,395	\$551,598
Benefits	\$243,333	\$336,758	\$350,266	\$357,618
Allocated Costs	\$127,457	\$146,911	\$174,914	\$180,412
Supplies & Services	\$88,190	\$129,175	\$121,720	\$125,316
TOTAL	\$3,473,104	\$3,371,743	\$3,330,721	\$3,370,368

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

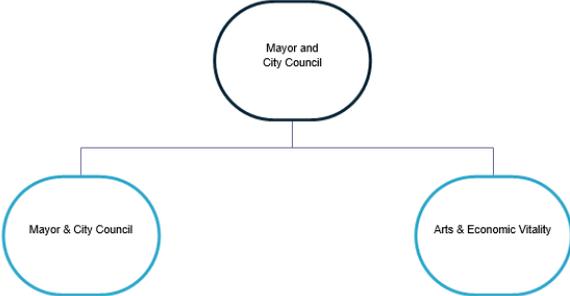
	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$148,441	\$120,000	\$105,000	\$107,000
TOTAL	\$148,441	\$120,000	\$105,000	\$107,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$3,469,044	\$3,369,956	\$3,330,721	\$3,370,368
Measure C - Capital	\$4,060	\$1,787	\$0	\$0
TOTAL	\$3,473,104	\$3,371,743	\$3,330,721	\$3,370,368

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Mayor & City Council
- Arts & Economic Vitality



MAYOR & CITY COUNCIL

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Mayor & City Council	8.00	8.00	8.00	8.00
FTE COUNT	8.00	8.00	8.00	8.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$890,008	\$1,056,340	\$1,153,796	\$1,191,443
REVENUES LESS EXPENSES	-\$890,008	-\$1,056,340	-\$1,153,796	-\$1,191,443

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$455,805	\$465,418	\$530,395	\$551,598
Benefits	\$243,333	\$336,758	\$350,266	\$357,618
Allocated Costs	\$127,457	\$146,911	\$174,914	\$180,412
Supplies & Services	\$62,604	\$104,153	\$96,720	\$100,316
Special Projects	\$810	\$3,100	\$1,500	\$1,500
TOTAL	\$890,008	\$1,056,340	\$1,153,796	\$1,191,443



PARKS & RECREATION

Provide residents and visitors with diverse open space, parks, beaches and community forest resources, to promote community vitality, support healthy lifestyles, and enrich people's lives through a broad array of recreation and community services.

ABOUT PARKS & RECREATION

The Parks and Recreation Department manages a diverse and unique park and recreation system – 1,810 acres of parkland encompassing 60 developed and open space parks, as well as 6 miles of beach front, indoor and outdoor recreation and sports facilities, a 100-acre municipal golf course and the community urban forest. With 22 playgrounds, 24 volleyball courts, 33 tennis and pickle ball courts, 2 community gardens, 2 lawn bowls facilities, 3 swimming and wading pools, 16 community buildings, 5 sports fields, and a beachfront skate park, the Departments programs and services support the entire community. Through co-sponsorship and partner agreements, Parks and Recreation collaborates with more than 50 local non-profit service providers, youth and adult sports organizations, non-profit foundations, and volunteer community groups. Recreation programs engage people of all ages, with specialized programs for youth, teens, active adults, low-income families and people living with special needs. The Department has six volunteer boards advisory committees and is supported by the Parks and Recreation Community (PARC) Foundation.

The Parks and Recreation Department is comprised of four (4) divisions: Administration, Parks, Recreation, and Golf.

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

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$11,056,187	\$13,843,657	\$12,483,913	\$13,191,669
Expenses	\$22,747,300	\$35,595,581	\$38,782,479	\$33,636,498
REVENUES LESS EXPENSES	-\$11,691,113	-\$21,751,924	-\$26,298,566	-\$20,444,829

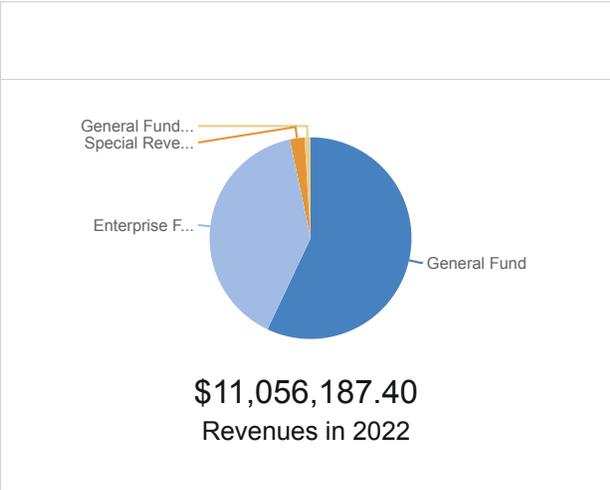
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$8,236,495	\$9,552,617	\$9,518,488	\$9,913,549
Internal Charges	\$1,391,239	\$2,996,188	\$1,614,262	\$1,884,241
Use Of Money & Prpty	\$708,964	\$607,531	\$820,083	\$854,897
Other Revenues	\$637,191	\$1,115,444	\$545,755	\$556,848
Revenues	\$62,500	\$177,952	\$0	\$0
Intergov-Fed and State	\$19,798	\$30,202	\$0	\$0
TOTAL	\$11,056,187	\$14,479,934	\$12,498,589	\$13,209,535

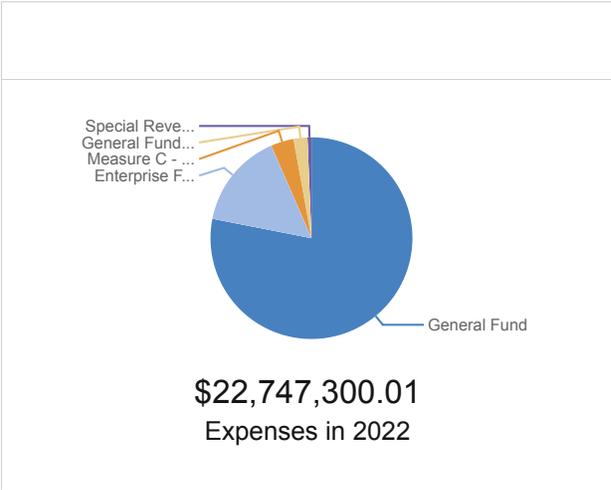
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$6,985,229	\$8,919,639	\$9,394,620	\$9,813,274
Supplies & Services	\$6,174,378	\$7,506,382	\$7,663,051	\$7,773,426
Capital Equip & Projects	\$1,608,111	\$8,913,639	\$9,233,000	\$4,865,000
Allocated Costs	\$3,694,572	\$4,198,794	\$4,898,075	\$5,049,569
Benefits	\$3,447,493	\$4,077,519	\$4,577,829	\$4,548,331
Special Projects	\$481,231	\$1,346,231	\$421,231	\$373,971
Debt Service	\$62,924	\$1,018,688	\$747,371	\$0
Transfers	\$218,929	\$228,000	\$300,000	\$525,000
Non-Capital Equipment	\$13,677	\$47,904	\$67,004	\$62,200
Other	\$60,755	\$0	\$0	\$0
TOTAL	\$22,747,300	\$36,256,795	\$37,302,182	\$33,010,772

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE BY DETAIL

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$6,306,070	\$7,721,467	\$7,916,178	\$8,234,004
Enterprise Funds	\$4,383,179	\$4,270,489	\$4,503,665	\$4,896,642
General Fund-Capital	\$106,265	\$2,220,133	\$0	\$0
Special Revenue Funds	\$260,674	\$267,845	\$78,746	\$78,889
TOTAL	\$11,056,187	\$14,479,934	\$12,498,589	\$13,209,535

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$17,763,574	\$21,872,253	\$23,440,023	\$23,893,750
Measure C - Capital	\$837,488	\$3,046,850	\$9,159,371	\$3,819,000
Enterprise Funds	\$3,495,480	\$4,390,546	\$4,083,919	\$4,679,010
General Fund-Capital	\$505,216	\$5,550,949	\$521,000	\$521,000
Special Revenue Funds	\$145,543	\$1,396,197	\$97,869	\$98,012
TOTAL	\$22,747,300	\$36,256,795	\$37,302,182	\$33,010,772

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

INNOVATION

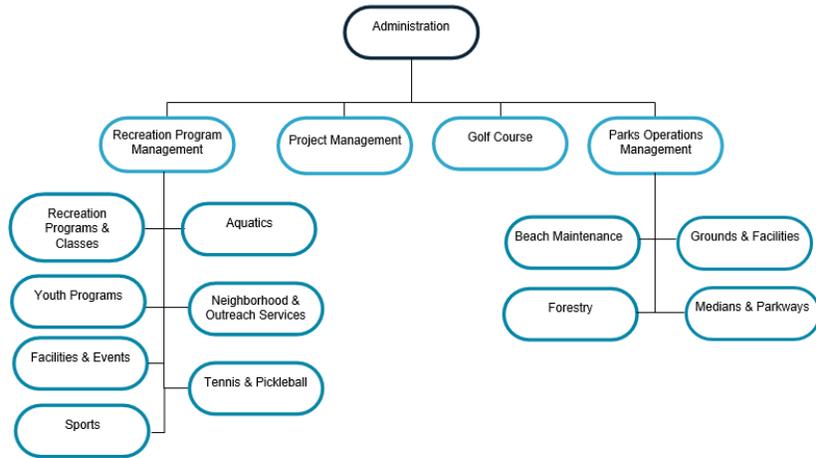
- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Implement innovative sustainable work methods, and new technologies such as Cartegraph, Seamless Documents and improved recreation software to support organizational efficiencies.	Work with community organizations and event organizers to permit and facilitate public sporting and special events held in park facilities and the public right-of-way that makes Santa Barbara a vibrant, fun, and connected community.	Events	125.00
Innovation	Implement innovative sustainable work methods, and new technologies such as Cartegraph, Seamless Documents and improved recreation software to support organizational efficiencies.	Increase public outreach & engagement by completing volunteer park projects	Numeric Value	6.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Implement innovative sustainable work methods, and new technologies such as Cartegraph, Seamless Documents and improved recreation software to support organizational efficiencies.	Achieve revenue goals for Golf through a robust marketing segmentation utilizing the website and other community outreach tools.	Rounds	63,500.00
Innovation	Implement innovative sustainable work methods, and new technologies such as Cartegraph, Seamless Documents and improved recreation software to support organizational efficiencies.	Achieve revenue goals for Parks and Rec. through a robust marketing segmentation utilizing the website and other community outreach tools.	Dollars	7,780,000.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Partner with Co-sponsors and third-party providers, for the delivery of 20,000 hours of programs and services that augment existing levels of public use and enjoyment.	Numeric Value	45.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Biannually, exercise 100% of backflows and valves.	Numeric Value	2.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Manage Park irrigation systems through the completion of 2 audits per quarter throughout the parks.	Numeric Value	2.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Achieve a 3.5 overall rating on customer service survey responses for Golf where 1 is poor and 5 is excellent.	Numeric Value	3.50
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Complete weekly playground safety inspections	Numeric Value	52.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Provide accessible programs and services for youth participants of all ages and abilities that encourage social interaction and positively contribute to the physical health, personal confidence, self-esteem, and quality of life.	Hours	15,000.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Provide value added golf experience packages at the Santa Barbara Golf Club that increase access to the golf course, expand revenues, and reduce daily transactions.	Numeric Value	736.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Provide programs and services for adults and seniors of all ages and abilities that encourage social interaction and positively contribute to the physical health, personal confidence, self-esteem, and quality of life.	Hours	10,000.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Provide affordable access to indoor and outdoor facility rentals that support community celebrations, recreation and cultural programming, community services, private and public events.	Hours	50,000.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Reinvest in Parks and Recreation facility infrastructure through the complete renovation of Louise Lowry Davis Center, Plaza del Mar Band Shell, Casa Las Palmas Wisteria Arbor, and the Carrillo Gym.	Numeric Value	4.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Reinvest in Parks and Recreation facility infrastructure through the advancement of the Parma Park Sustainable Trail Plan and the Douglas Family Preserve Open Space Plan.	Numeric Value	2.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Reinvest in Parks and Recreation facility infrastructure through the advancement of final design and construction documents for Ortega Park and Dwight Murphy Field.	Numeric Value	2.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Monitor trees planted from previous fiscal year, record mortality rates with an annual goal to keep mortality to 10% or less.	Percent	10.00
Organizational Optimization	Provide residents and visitors with high quality, safe, healthy, and efficient, open space, park, beach, community forest resources, and recreation services that enrich people's lives.	Complete monthly inspections of Park and Recreation facilities.	Numeric Value	12.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Thriving Workforce	Ensure that Parks and Recreation meets and exceeds community expectations through a workforce that is engaged at properly staffed facilities	Recruit, hire, train, and retain hourly employees who are critical for the delivery of programs and services that contribute to an active system of parks and recreation programs for public use and enjoyment.	Numeric Value	150.00
Thriving Workforce	Ensure that Parks and Recreation meets and exceeds community expectations through a workforce that is engaged at properly staffed facilities	Ensure regular professional development trainings are provided for all staff.	Numeric Value	1.00
Thriving Workforce	Ensure that Parks and Recreation meets and exceeds community expectations through a workforce that is engaged at properly staffed facilities	Ensure regular safety trainings are provided for all staff.	Numeric Value	12.00
				7,919,664.50

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Parks & Recreation Administration
- Project Management Team
- Recreation Program Management
- Facilities & Special Events
- Youth Activities
- Active Adults & Classes
- Aquatics
- Sports
- Tennis & Pickleball
- Community Services
- Golf Course
- Park Operations Management
- Grounds & Facilities Maintenance
- Forestry
- Beach Maintenance
- Medians & Parkways



PARKS & RECREATION ADMINISTRATION

Provide policy direction, strategic planning, administrative support, and oversight for four 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, 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.

Build community partnerships and agreements with other agencies and community organizations to enhance and expand resources.

Oversee park and recreation facility design, rehabilitation, and refurbishment.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Administration	4.30	4.30	4.35	4.35
FTE COUNT	4.30	4.30	4.35	4.35

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$0	\$75,189	\$75,189
Expenses	\$1,078,808	\$1,249,735	\$1,474,715	\$1,580,190
REVENUES LESS EXPENSES	-\$1,078,808	-\$1,249,735	-\$1,399,526	-\$1,505,001

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$0	\$0	\$40,189	\$40,189
Use Of Money & Prpty	\$0	\$0	\$35,000	\$35,000

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
TOTAL	\$0	\$0	\$75,189	\$75,189

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$539,299	\$623,975	\$710,320	\$746,412
Benefits	\$287,647	\$333,034	\$356,457	\$372,523
Allocated Costs	\$190,054	\$254,835	\$367,847	\$421,163
Supplies & Services	\$28,966	\$37,891	\$40,091	\$40,091
Special Projects	\$32,843	\$0	\$0	\$0
TOTAL	\$1,078,808	\$1,249,735	\$1,474,715	\$1,580,190



PROJECT MANAGEMENT TEAM

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 administrate grant contracts.

Monitor and report project status to the Parks and Recreation Commission.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Project Management	4.00	4.00	4.00	4.00
FTE COUNT	4.00	4.00	4.00	4.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$116,265	\$1,575,133	\$105,000	\$105,000
Expenses	\$1,829,583	\$8,793,511	\$10,167,617	\$4,855,159
REVENUES LESS EXPENSES	-\$1,713,318	-\$7,218,378	-\$10,062,617	-\$4,750,159

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$86,467	\$861,479	\$105,000	\$105,000
Other Revenues	\$10,000	\$505,500	\$0	\$0
Revenues	\$0	\$177,952	\$0	\$0
Intergov-Fed and State	\$19,798	\$30,202	\$0	\$0
TOTAL	\$116,265	\$1,575,133	\$105,000	\$105,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$1,301,088	\$7,457,940	\$8,562,000	\$3,969,000
Salaries	\$234,282	\$383,577	\$479,230	\$496,814

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Debt Service	\$41,616	\$564,859	\$747,371	\$0
Benefits	\$176,099	\$232,818	\$257,544	\$267,874
Special Projects	\$43,682	\$110,192	\$56,359	\$56,359
Allocated Costs	\$20,388	\$25,775	\$46,763	\$46,763
Supplies & Services	\$12,079	\$16,350	\$16,350	\$16,350
Non-Capital Equipment	\$349	\$2,000	\$2,000	\$2,000
TOTAL	\$1,829,583	\$8,793,511	\$10,167,617	\$4,855,159



RECREATION PROGRAM MANAGEMENT

Manage Recreation Division resources and foster collaborations to provide high quality, diverse, accessible, and safe recreational 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 and services that encourage social interaction and positively contribute towards physical health, personal confidence, self-esteem and quality of life.

Provide and administer an encompassing inventory of indoor and outdoor rental facilities that support community celebrations, recreation and cultural programming, community services, and private or public events.

Facilitate sponsorship and partnership agreements with community organizations to enhance and increase public recreation programs and services.

Provide marketing and design services that allow the public to easily access department information through various media outlets.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Rec Pgm Management	3.80	3.80	3.80	3.80
FTE COUNT	3.80	3.80	3.80	3.80

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$19,567	\$37,000	\$17,000	\$17,000
Expenses	\$776,114	\$1,168,209	\$1,313,076	\$1,309,238
REVENUES LESS EXPENSES	-\$756,547	-\$1,131,209	-\$1,296,076	-\$1,292,238

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$19,567	\$37,000	\$17,000	\$17,000
TOTAL	\$19,567	\$37,000	\$17,000	\$17,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$250,586	\$390,214	\$471,289	\$499,799
Supplies & Services	\$194,352	\$284,801	\$336,933	\$339,333
Benefits	\$183,134	\$258,661	\$313,904	\$265,786
Allocated Costs	\$76,591	\$97,581	\$107,838	\$121,208
Special Projects	\$71,451	\$136,953	\$83,112	\$83,112
TOTAL	\$776,114	\$1,168,209	\$1,313,076	\$1,309,238



FACILITIES & SPECIAL EVENTS

Provide quality, responsive customer service and quality indoor and outdoor facilities for private and public rentals, 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 infrastructure and sustainability of public parks and facilities by coordinating, permitting, and monitoring facility use, and facilitating maintenance issues when they arise.

Provide one-stop permitting processes, quick and responsive service to customers conducting commercial still photography and film/video shoots while maintaining communications with other affected departments.

Provide event organizers with comprehensive information and service for the permitting of special events in park facilities and the public right of way to ensure successful events that make Santa Barbara a vibrant, fun, and connected community.

Coordinate, permitting, marketing, and rental operations of four beachfront facilities: Cabrillo Pavilion, Chase Palm Park Center, Casa Las Palmas, and Carousel House.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Facilities and Spec Events	4.00	4.00	4.00	4.00
FTE COUNT	4.00	4.00	4.00	4.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,513,482	\$1,958,538	\$1,999,645	\$2,094,930
Expenses	\$1,335,692	\$1,573,652	\$2,090,049	\$2,100,290
REVENUES LESS EXPENSES	\$177,790	\$384,886	-\$90,404	-\$5,360

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$1,386,459	\$1,958,538	\$1,999,645	\$2,094,930
Use Of Money & Prpty	\$127,023	\$0	\$0	\$0
TOTAL	\$1,513,482	\$1,958,538	\$1,999,645	\$2,094,930

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$437,583	\$485,376	\$798,868	\$807,343
Salaries	\$460,181	\$524,977	\$607,754	\$636,180
Supplies & Services	\$252,541	\$348,184	\$390,345	\$407,222
Benefits	\$179,738	\$209,465	\$268,082	\$229,545
Non-Capital Equipment	\$5,650	\$5,650	\$25,000	\$20,000
TOTAL	\$1,335,692	\$1,573,652	\$2,090,049	\$2,100,290



YOUTH ACTIVITIES

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.

Facilitate social and recreational activities for individuals with special needs.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Youth Activities	4.00	4.00	4.00	4.00
FTE COUNT	4.00	4.00	4.00	4.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$461,135	\$738,403	\$650,391	\$681,491
Expenses	\$1,243,497	\$1,700,626	\$1,665,645	\$1,557,281
REVENUES LESS EXPENSES	-\$782,362	-\$962,223	-\$1,015,254	-\$875,790

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$461,135	\$695,603	\$611,145	\$642,102
Other Revenues	\$0	\$42,800	\$39,246	\$39,389
TOTAL	\$461,135	\$738,403	\$650,391	\$681,491

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$740,714	\$1,103,175	\$969,435	\$1,011,322
Benefits	\$213,074	\$245,005	\$237,202	\$245,924

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$95,426	\$130,481	\$262,336	\$120,405
Allocated Costs	\$103,435	\$139,966	\$114,672	\$129,631
Special Projects	\$90,848	\$82,000	\$82,000	\$50,000
TOTAL	\$1,243,497	\$1,700,626	\$1,665,645	\$1,557,281



ACTIVE ADULTS & CLASSES

Coordinate recreation and enrichment programs at the Carrillo Recreation Center, Louise Lowry Davis Center, Santa Barbara Lawn Bowls Club, MacKenzie Park Lawn Bowls Club 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 the 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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Active Adults	3.00	3.00	3.00	3.00
FTE COUNT	3.00	3.00	3.00	3.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$395,791	\$692,204	\$551,431	\$576,031
Expenses	\$836,584	\$1,118,737	\$1,038,636	\$1,066,354
REVENUES LESS EXPENSES	-\$440,793	-\$426,533	-\$487,204	-\$490,323

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$395,791	\$683,204	\$551,431	\$576,031
Other Revenues	\$0	\$9,000	\$0	\$0
TOTAL	\$395,791	\$692,204	\$551,431	\$576,031

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$306,561	\$347,946	\$366,160	\$379,870

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$176,329	\$377,771	\$233,883	\$240,998
Allocated Costs	\$211,183	\$239,583	\$279,227	\$279,664
Benefits	\$142,511	\$153,437	\$159,366	\$165,822
TOTAL	\$836,584	\$1,118,737	\$1,038,636	\$1,066,354



AQUATICS

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 two seasonal pool facilities.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Aquatics	4.60	4.00	4.00	4.00
FTE COUNT	4.60	4.00	4.00	4.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$939,388	\$1,140,150	\$994,782	\$1,032,735
Expenses	\$1,822,635	\$2,186,325	\$1,945,728	\$1,946,978
REVENUES LESS EXPENSES	-\$883,247	-\$1,046,175	-\$950,946	-\$914,243

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$939,388	\$1,139,150	\$993,782	\$1,031,735
Other Revenues	\$0	\$1,000	\$1,000	\$1,000
TOTAL	\$939,388	\$1,140,150	\$994,782	\$1,032,735

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$712,359	\$767,548	\$830,901	\$862,704
Allocated Costs	\$519,794	\$567,217	\$479,976	\$484,001
Supplies & Services	\$379,427	\$613,019	\$339,105	\$347,998
Benefits	\$186,055	\$208,541	\$263,246	\$222,275
Special Projects	\$25,000	\$25,000	\$27,500	\$25,000
Non-Capital Equipment	\$0	\$5,000	\$5,000	\$5,000
TOTAL	\$1,822,635	\$2,186,325	\$1,945,728	\$1,946,978



SPORTS

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 staff to promote sportsmanship, safety, and compliance with all policies and procedures.

Provide maintenance of City's year-round and seasonal beach volleyball courts.

Provide facility management for the Carrillo Street Gym.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Sports	2.00	2.00	2.00	2.00
FTE COUNT	2.00	2.00	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$484,575	\$563,600	\$584,900	\$619,970
Expenses	\$615,007	\$849,009	\$822,469	\$852,847
REVENUES LESS EXPENSES	-\$130,431	-\$285,409	-\$237,569	-\$232,877

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$484,575	\$563,600	\$584,900	\$619,970
TOTAL	\$484,575	\$563,600	\$584,900	\$619,970

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$232,227	\$364,270	\$304,600	\$308,850
Salaries	\$165,275	\$207,429	\$212,095	\$215,932
Allocated Costs	\$118,825	\$166,897	\$190,701	\$209,301

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$98,680	\$107,213	\$111,873	\$115,564
Non-Capital Equipment	\$0	\$3,200	\$3,200	\$3,200
TOTAL	\$615,007	\$849,009	\$822,469	\$852,847



TENNIS AND PICKLEBALL

Offer reasonably priced, quality tennis and pickleball classes and programs in well-maintained facilities and promote tennis and pickleball 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 the Municipal Tennis Facility, 9 tennis courts, including 3 lighted courts, and 12 pickleball courts.

Coordinate the use of 8 lighted tennis courts at Pershing Park weekday evenings and all-day on weekends.

Provide maintenance of 2 Oak Park tennis courts for free, drop-in play.

Manage a tennis and pickleball court user-fee permit system, including sales of daily and annual tennis/pickleball permits.

Collaborate with local schools, non-profit agencies, and national tennis associations to promote adult and youth participation in tennis.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Tennis	1.00	1.00	1.00	1.00
FTE COUNT	1.00	1.00	1.00	1.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$416,275	\$444,636	\$550,500	\$551,500
Expenses	\$453,348	\$915,904	\$580,338	\$584,788
REVENUES LESS EXPENSES	-\$37,074	-\$471,268	-\$29,838	-\$33,288

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$417,149	\$441,800	\$550,500	\$551,500
Other Revenues	-\$874	\$2,836	\$0	\$0
TOTAL	\$416,275	\$444,636	\$550,500	\$551,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$161,075	\$208,998	\$228,189	\$225,038
Allocated Costs	\$134,770	\$154,522	\$139,113	\$139,999

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$64,932	\$138,483	\$147,887	\$152,985
Capital Equip & Projects	\$50,310	\$352,210	\$0	\$0
Benefits	\$18,482	\$31,385	\$40,149	\$41,766
Special Projects	\$23,780	\$30,306	\$25,000	\$25,000
TOTAL	\$453,348	\$915,904	\$580,338	\$584,788



COMMUNITY SERVICES

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 collaboration with community and non-profit organizations, youth service agencies, and school districts.

Operate five (5) Community Services facilities in densely populated, low-income, and culturally diverse areas.

Facilitate leasing space to various non-profit organizations who provide critical programs and services to the community at the Westside and Franklin Neighborhood Centers.

Coordinate the permitted use and monitoring of the Westside & Franklin Neighborhood Centers, Louise Lowry Davis Center, MacKenzie Center and Ortega Welcome House for various recreation, community programs, services, private & public gatherings, and emergency services.

Improve youth involvement in the community through the Santa Barbara Youth Council, Job Apprenticeship, Chef Apprenticeship, and Santa Barbara Arts Alliance Programs.

Manage the garden plots at Yanonali and Rancheria Community Gardens.

Partner with the Santa Barbara County Foodbank for weekly food distributions, held at three locations.

Coordinate the City's annual Concerts in the Park series and Children's Fiesta Parade.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Community Services	4.00	4.00	4.00	4.00
FTE COUNT	4.00	4.00	4.00	4.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$538,839	\$566,862	\$643,315	\$674,847
Expenses	\$953,726	\$1,293,248	\$1,296,582	\$1,269,242
REVENUES LESS EXPENSES	-\$414,887	-\$726,386	-\$653,267	-\$594,395

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	\$436,476	\$422,779	\$497,083	\$520,547
Service Charges	\$102,643	\$119,083	\$146,232	\$154,300
Other Revenues	-\$280	\$20,000	\$0	\$0
Internal Charges	\$0	\$5,000	\$0	\$0
TOTAL	\$538,839	\$566,862	\$643,315	\$674,847

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$317,634	\$527,127	\$525,333	\$539,093
Allocated Costs	\$395,536	\$444,638	\$351,442	\$352,846
Benefits	\$148,468	\$192,440	\$263,046	\$223,190
Supplies & Services	\$92,088	\$127,543	\$155,261	\$152,612
Non-Capital Equipment	\$0	\$1,500	\$1,500	\$1,500
TOTAL	\$953,726	\$1,293,248	\$1,296,582	\$1,269,242



GOLF COURSE

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.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Golf Course	0.40	0.40	0.50	0.50
FTE COUNT	0.40	0.40	0.50	0.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$4,393,611	\$4,279,057	\$4,531,665	\$4,924,642
Expenses	\$3,499,273	\$4,421,540	\$4,111,919	\$4,707,010
REVENUES LESS EXPENSES	\$894,338	-\$142,483	\$419,746	\$217,632

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$3,955,456	\$3,857,737	\$3,915,665	\$4,072,292
Internal Charges	\$218,929	\$228,000	\$300,000	\$525,000
Use Of Money & Prpty	\$145,465	\$184,752	\$288,000	\$299,350
Other Revenues	\$11,261	\$8,568	\$28,000	\$28,000
Revenues	\$62,500	\$0	\$0	\$0
TOTAL	\$4,393,611	\$4,279,057	\$4,531,665	\$4,924,642

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$2,825,597	\$3,098,972	\$3,273,512	\$3,396,885
Capital Equip & Projects	\$256,713	\$478,488	\$300,000	\$525,000
Transfers	\$218,929	\$228,000	\$300,000	\$525,000
Debt Service	\$21,308	\$453,829	\$0	\$0
Allocated Costs	\$59,238	\$74,667	\$127,839	\$142,516
Salaries	\$51,100	\$57,272	\$73,176	\$78,553
Benefits	\$5,632	\$30,061	\$37,392	\$39,056
Other	\$60,755	\$0	\$0	\$0
Non-Capital Equipment	\$0	\$250	\$0	\$0
TOTAL	\$3,499,273	\$4,421,540	\$4,111,919	\$4,707,010



PARK OPERATIONS MANAGEMENT

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.

Monitor the vegetation management work plan for open space parks.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Park Operations Management	6.50	6.50	6.45	6.45
FTE COUNT	6.50	6.50	6.45	6.45

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$283,728	\$177,650	\$33,009	\$33,009
Expenses	\$884,073	\$1,778,867	\$1,250,419	\$1,314,320
REVENUES LESS EXPENSES	-\$600,345	-\$1,601,217	-\$1,217,410	-\$1,281,311

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$283,728	\$177,650	\$33,009	\$33,009
TOTAL	\$283,728	\$177,650	\$33,009	\$33,009

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$396,232	\$634,275	\$639,518	\$680,369
Benefits	\$257,552	\$316,747	\$361,285	\$377,035
Special Projects	\$85,864	\$676,465	\$17,260	\$14,500
Allocated Costs	\$57,158	\$78,396	\$192,189	\$196,950
Supplies & Services	\$87,267	\$71,217	\$36,166	\$41,466
Non-Capital Equipment	\$0	\$1,768	\$4,000	\$4,000
TOTAL	\$884,073	\$1,778,867	\$1,250,419	\$1,314,320



GROUNDS & FACILITIES MAINTENANCE

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.

Oversee the Sheffield landscape maintenance contract.

Complete annual vegetative fuels management for Sheffield Open Space.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Grounds and Fac Maint	28.25	28.25	29.70	29.70
FTE COUNT	28.25	28.25	29.70	29.70

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$304,090	\$1,054,090	\$521,307	\$537,757
Expenses	\$5,439,860	\$6,597,906	\$7,036,573	\$7,238,119
REVENUES LESS EXPENSES	-\$5,135,770	-\$5,543,816	-\$6,515,266	-\$6,700,362

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$301,090	\$301,090	\$408,307	\$419,257
Internal Charges	\$3,000	\$753,000	\$3,000	\$3,000

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$0	\$0	\$110,000	\$115,500
TOTAL	\$304,090	\$1,054,090	\$521,307	\$537,757

P&R - Grounds Exp

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,894,066	\$2,204,834	\$2,419,749	\$2,531,832
Supplies & Services	\$1,278,277	\$1,294,701	\$1,399,221	\$1,430,468
Benefits	\$1,045,979	\$1,177,635	\$1,356,966	\$1,409,360
Allocated Costs	\$1,107,550	\$1,186,261	\$1,334,833	\$1,350,460
Capital Equip & Projects	\$0	\$625,000	\$371,000	\$371,000
Special Projects	\$107,763	\$82,440	\$130,000	\$120,000
Non-Capital Equipment	\$6,225	\$27,036	\$24,804	\$25,000
TOTAL	\$5,439,860	\$6,597,906	\$7,036,573	\$7,238,119



FORESTRY

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Forestry	9.00	9.00	9.00	9.00
FTE COUNT	9.00	9.00	9.00	9.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$935,142	\$988,593	\$1,042,900	\$1,073,161
Expenses	\$1,367,804	\$1,861,967	\$1,784,434	\$1,855,867
REVENUES LESS EXPENSES	-\$432,662	-\$873,374	-\$741,534	-\$782,706

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$918,544	\$974,691	\$1,008,707	\$1,038,968
Other Revenues	\$12,698	\$10,000	\$19,193	\$19,193
Service Charges	\$3,900	\$3,902	\$15,000	\$15,000
TOTAL	\$935,142	\$988,593	\$1,042,900	\$1,073,161

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$606,712	\$705,855	\$751,198	\$775,712
Benefits	\$362,184	\$412,621	\$437,253	\$452,719
Supplies & Services	\$173,484	\$296,490	\$295,976	\$326,537

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$223,971	\$242,626	\$298,507	\$299,399
Special Projects	\$0	\$202,875	\$0	\$0
Non-Capital Equipment	\$1,453	\$1,500	\$1,500	\$1,500
TOTAL	\$1,367,804	\$1,861,967	\$1,784,434	\$1,855,867



MEDIANS AND PARKWAYS

Maintain City street medians, parkways, and gateways at required maintenance service levels for safety and aesthetics.

PROGRAM ACTIVITIES

Oversee staff operations for 13 acres of median and parkway maintenance.

Oversee contract management of gateway medians and parkways.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Medians Prkways & Contracts	2.65	2.65	1.20	1.20
FTE COUNT	2.65	2.65	1.20	1.20

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$254,299	\$264,018	\$197,555	\$212,273
Expenses	\$474,209	\$582,447	\$547,831	\$588,823
REVENUES LESS EXPENSES	-\$219,910	-\$318,429	-\$350,275	-\$376,550

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$164,299	\$174,018	\$197,555	\$212,273
Service Charges	\$90,000	\$90,000	\$0	\$0
TOTAL	\$254,299	\$264,018	\$197,555	\$212,273

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$167,974	\$214,765	\$327,660	\$354,750
Salaries	\$178,992	\$223,897	\$112,568	\$122,343
Benefits	\$109,883	\$125,366	\$72,409	\$76,537
Allocated Costs	\$17,360	\$18,419	\$35,193	\$35,193
TOTAL	\$474,209	\$582,447	\$547,831	\$588,823



ARTS & ECONOMIC VITALITY

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.

Oversee a workplan and funding for cultural arts activities and initiatives.

Ensure lease compliance for the Community Arts Workshop and Museum Of Exploration and Innovation (MOXI).

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$148,441	\$120,000	\$105,000	\$107,000
Expenses	\$2,583,096	\$2,315,403	\$2,176,925	\$2,178,925
REVENUES LESS EXPENSES	-\$2,434,655	-\$2,195,403	-\$2,071,925	-\$2,071,925

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$148,441	\$120,000	\$105,000	\$107,000
TOTAL	\$148,441	\$120,000	\$105,000	\$107,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$2,557,510	\$2,290,381	\$2,151,925	\$2,153,925
Supplies & Services	\$25,586	\$25,022	\$25,000	\$25,000
TOTAL	\$2,583,096	\$2,315,403	\$2,176,925	\$2,178,925



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 THE POLICE

The Santa Barbara Police Department is a full-service police department providing public safety and law enforcement services to the City of Santa Barbara. The Department is committed to providing professional, fair, compassionate, efficient, and dedicated law enforcement. Members of the Santa Barbara Police Department recognize that to deliver the highest level of police services, contemporary issues in our community and challenges facing the Police Department must be studied on a continuous basis. Identifying the best solutions to address community safety and quality of life issues is a core responsibility of the Police Department. To strengthen our community partnership, we maintain a high level of attention to significant issues that make an impact on the community's safety and quality of life.

The Department is organized into three Operational Divisions performing various activities: Internal Operations, Field Operations and Communications, and Investigative and Strategic Operations. Each division manages several programs providing a range of services to the community and internal services. Some of these services include 24-hour 9-1-1 combined police and fire dispatching, police response to 9-1-1 calls for service, criminal investigations, traffic, recruitment, training, officer wellness, special events, co-response, K9, SWAT and CNRT, crime lab, property, animal control, information technology, and records.

Our motto "Dedicated to Serve" captures our commitment to ensure a safe and secure place for people to live, work, and enjoy our community. The Department works closely with community organizations, Fire and Police Commission, and other City Departments to provide outstanding service to the community.

The Police Department is budgeted in the General Fund, Police Asset Forfeiture and Grants Fund, Supplemental Law Enforcement Fund, Miscellaneous Grants Fund, and the Traffic Safety Fund.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,944,397	\$5,499,948	\$4,499,431	\$4,862,053
Expenses	\$48,849,939	\$62,340,425	\$60,823,727	\$62,164,437
REVENUES LESS EXPENSES	-\$42,905,543	-\$56,840,478	-\$56,324,296	-\$57,302,384

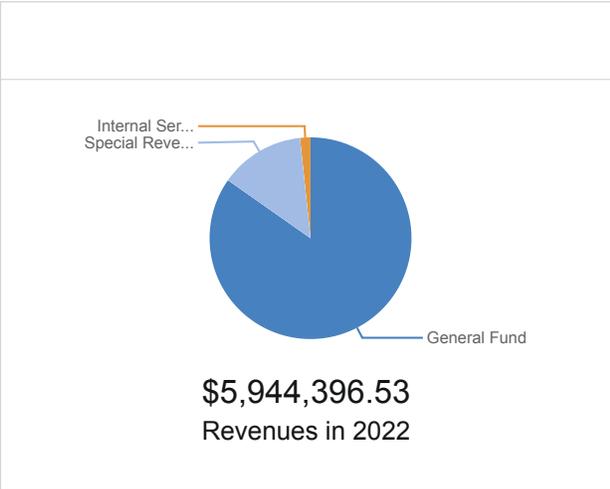
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$2,545,763	\$2,738,854	\$2,716,570	\$3,173,687
Service Charges	\$692,309	\$811,258	\$977,750	\$992,000
Internal Charges	\$723,453	\$612,510	\$1,023,272	\$1,063,434
Intergov-Fed and State	\$430,663	\$815,755	\$313,104	\$313,104
Revenues	\$1,129,007	\$0	\$0	\$0
Other Revenues	\$185,582	\$364,397	\$175,234	\$180,563
Use Of Money & Prpty	\$100,013	\$100,000	\$200,000	\$200,000
Intergov- Local	\$137,606	\$139,318	\$140,137	\$140,982
TOTAL	\$5,944,397	\$5,582,091	\$5,546,067	\$6,063,770

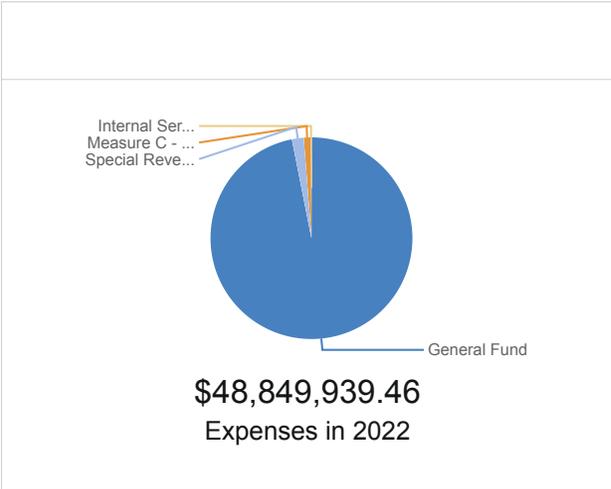
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$24,571,553	\$25,592,614	\$29,082,990	\$30,556,171
Benefits	\$16,318,323	\$18,815,756	\$21,919,583	\$22,934,814
Supplies & Services	\$2,887,106	\$3,804,688	\$3,716,114	\$3,794,211
Allocated Costs	\$2,611,964	\$3,083,885	\$4,021,842	\$4,253,005
Capital Equip & Projects	\$1,666,072	\$3,789,987	\$2,000,000	\$1,500,000
Non-Capital Equipment	\$207,838	\$2,052,911	\$638,228	\$653,982
Transfers	\$322,316	\$230,000	\$230,000	\$230,000
Special Projects	\$39,053	\$872,513	\$16,000	\$16,000
Debt Service	\$225,715	\$0	\$36,675	\$37,051
TOTAL	\$48,849,939	\$58,242,353	\$61,661,432	\$63,975,234

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$5,038,372	\$4,096,976	\$4,637,826	\$5,154,684
Special Revenue Funds	\$806,024	\$1,385,115	\$708,241	\$709,086
Internal Services Funds	\$100,000	\$100,000	\$200,000	\$200,000
TOTAL	\$5,944,397	\$5,582,091	\$5,546,067	\$6,063,770

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
General Fund	\$47,332,023	\$52,574,493	\$58,062,006	\$60,844,581
Measure C - Capital	\$537,065	\$3,691,091	\$2,450,000	\$1,950,000
Special Revenue Funds	\$915,795	\$1,605,792	\$1,149,426	\$1,180,653
Internal Services Funds	\$65,056	\$370,977	\$0	\$0
TOTAL	\$48,849,939	\$58,242,353	\$61,661,432	\$63,975,234

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

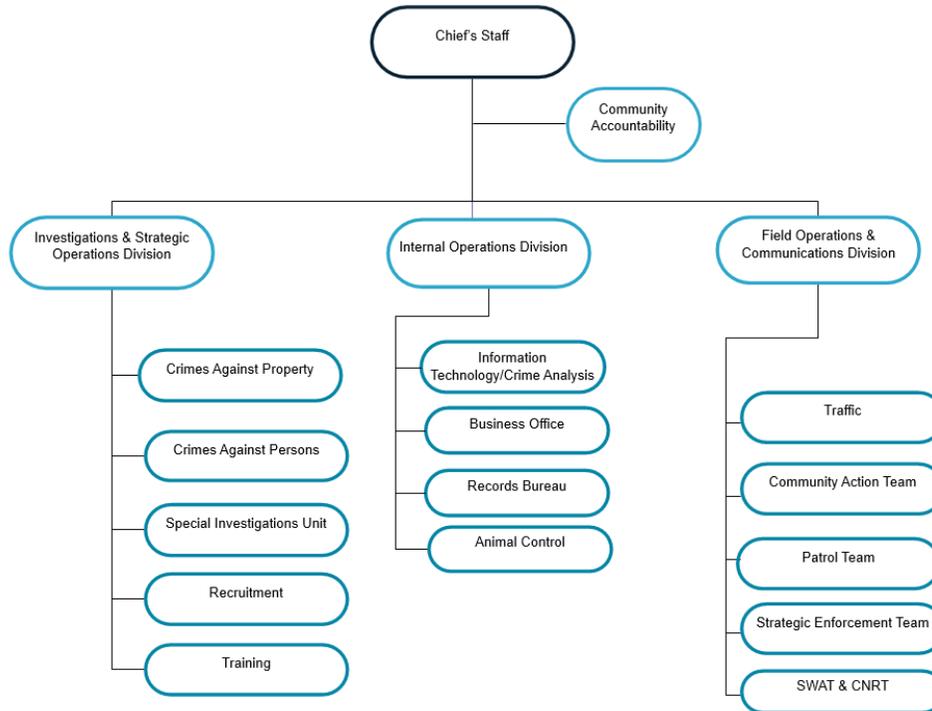
INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Leverage cloud computing infrastructure advancements that enhance security and improve business continuity.	Perform an annual test of incident response in a disaster recovery scenario.	Numeric Value	1.00
Innovation	Leverage cloud computing infrastructure advancements that enhance security and improve business continuity.	Implement a feature or function of external reporting technologies using our SSAS and Power BI tools.	Numeric Value	1.00
Organizational Optimization	Align resources to increase efficiency, balance workload, recruit and retain, and address public safety concerns.	Design a robust recruitment plan that embraces our local community groups, colleges and universities, and strives to make this department a desirable place to work so that our percentage of vacancies drops to less than 15%	Percent	15.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Organizational Optimization	Align resources to increase efficiency, balance workload, recruit and retain, and address public safety concerns.	Move field operations to an 11 hour plan schedule	Numeric Value	1.00
Thriving Workforce	Support personal and professional development of all members of the police department and continue to prepare competent and compassion leaders.	Annual mental health check-ins to improve the well-being of employees	Percent	75.00
Thriving Workforce	Support personal and professional development of all members of the police department and continue to prepare competent and compassion leaders.	Have sergeants and commanders attend use of force investigation training.	Percent	100.00
				193.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Chief's Staff
- Business Office
- Strategic Operations & Personnel
- Co-Response & Restorative Policing
- Special Events
- Animal Control
- Training, Recruitment & Wellness
- Range & Equipment
- Field Operations Division
- Traffic
- Community Action Team
- Special Enforcement Team
- Combined Communications Center
- Criminal Investigations & Internal Operations Division
- Crime Lab
- Information Technology/Crime Analysis

- Property Room
- Records & Parking Customer Service
- Parking Enforcement



CHIEF'S STAFF

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.

Thoroughly and objectively investigate all allegations of employee misconduct.

Assist other City departments in gathering information related to public liability claims and other personnel matters.

Promote a culture of internal procedural justice internally with consistent, fair and objective professional standards investigations.

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.

Promote public trust by establishing a culture of accountability and transparency.

Create positive engagement opportunities with community events.

Prepare presentations, attend Fire and Police Commission meetings, and provide relevant information on a monthly basis.

Maintain timely reporting standards required by POST and SB2.

Utilize audit conducted by the Office of Independent Review (OIR) to evaluate and improve processes.

STAFFING INFORMATION

Authorized Position

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-Chief's Staff_Chief's Staff	2.00	3.00	5.00	5.00
FTE COUNT	2.00	3.00	5.00	5.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$2,411,639	\$2,753,354	\$2,648,820	\$3,089,687
Expenses	\$2,269,745	\$4,833,399	\$4,589,251	\$4,171,607
REVENUES LESS EXPENSES	\$141,894	-\$2,080,045	-\$1,940,431	-\$1,081,920

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$2,195,327	\$2,453,854	\$2,411,570	\$2,848,687
Service Charges	\$181,221	\$243,500	\$205,250	\$209,000
Other Revenues	\$35,092	\$56,000	\$32,000	\$32,000
TOTAL	\$2,411,639	\$2,753,354	\$2,648,820	\$3,089,687

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$537,065	\$3,651,330	\$2,000,000	\$1,500,000
Salaries	\$1,060,159	\$522,724	\$920,306	\$951,574
Benefits	\$432,464	\$394,339	\$724,239	\$753,319
Allocated Costs	\$83,203	\$118,893	\$863,854	\$885,486
Supplies & Services	\$121,801	\$79,323	\$32,177	\$32,177
Special Projects	\$35,053	\$66,789	\$12,000	\$12,000
Debt Service	\$0	\$0	\$36,675	\$37,051
TOTAL	\$2,269,745	\$4,833,399	\$4,589,251	\$4,171,607



BUSINESS OFFICE

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. Manage the department fleet and facility needs. Manage permitting and licensing programs.

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.

Provide financial support and reporting for department grants.

Manage the department's fleet needs including procurement, servicing and replacements of vehicles. Monitor all manufacturer recalls on department vehicles and schedule vehicles for routine preventive maintenance.

Manage the department's facilities maintenance and repair, including oversight of day-to-day minor building maintenance requests. Plan for new building needs including, janitorial, maintenance and special certifications.

Process all department purchasing and accounts payable and receivable actions.

Manage dance, taxicab, pedicab, private patrol and massage technician permitting processes and prepare reports for the Fire and Police Commission.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-S O P_Business_Office	4.00	4.00	5.00	5.00
FTE COUNT	4.00	4.00	5.00	5.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$224,384	\$222,500	\$276,000	\$276,000
Expenses	\$605,453	\$675,625	\$948,065	\$995,137
REVENUES LESS EXPENSES	-\$381,069	-\$453,125	-\$672,065	-\$719,137

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$224,384	\$222,500	\$276,000	\$276,000
TOTAL	\$224,384	\$222,500	\$276,000	\$276,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$303,083	\$357,840	\$546,825	\$572,428
Benefits	\$212,268	\$222,313	\$309,922	\$322,553
Allocated Costs	\$37,609	\$51,479	\$46,055	\$53,393
Supplies & Services	\$52,493	\$43,993	\$45,263	\$46,763
TOTAL	\$605,453	\$675,625	\$948,065	\$995,137



STRATEGIC OPERATIONS & PERSONNEL

Provide community and internal support through collaboration, training and education.

PROGRAM ACTIVITIES

Administer and oversee Strategic Operations grant funded programs.

Maintain the Wellness Program for the Police Department including Peer Support and At Ease liaison activity.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-S O P_Strat Op & Pers	3.00	3.00	3.00	3.00
FTE COUNT	3.00	3.00	3.00	3.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,238,223	\$107,560	\$350,000	\$350,000
Expenses	\$3,325,481	\$2,100,296	\$1,937,573	\$2,024,954
REVENUES LESS EXPENSES	-\$2,087,258	-\$1,992,736	-\$1,587,573	-\$1,674,954

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,129,007	\$0	\$0	\$0
Use Of Money & Prpty	\$100,000	\$100,000	\$200,000	\$200,000
Service Charges	\$0	\$0	\$150,000	\$150,000
Intergov-Fed and State	\$9,216	\$7,560	\$0	\$0
TOTAL	\$1,238,223	\$107,560	\$350,000	\$350,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$387,888	\$577,122	\$685,471	\$735,741
Salaries	\$805,536	\$704,292	\$398,118	\$414,248
Benefits	\$497,741	\$501,512	\$275,222	\$292,269
Non-Capital Equipment	\$65,306	\$193,062	\$450,000	\$450,000
Capital Equip & Projects	\$1,129,007	\$0	\$0	\$0
Allocated Costs	\$114,788	\$124,308	\$128,761	\$132,697

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Debt Service	\$225,215	\$0	\$0	\$0
Transfers	\$100,000	\$0	\$0	\$0
TOTAL	\$3,325,481	\$2,100,296	\$1,937,573	\$2,024,954



CO-RESPONSE & RESTORATIVE POLICING

Work with community partners using a combination of Restorative Policing efforts, 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.

Maintain the Restorative Policing Program and embrace a guardian mindset to build trust and legitimacy.

Collaborate with Santa Barbara County Behavioral Wellness to form a Co -Response unit which responds to calls involving persons experiencing a mental health crisis.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023
FTE Count		
PD-Field Op_Comm & Media Rel	2.00	2.00
FTE COUNT	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$260,652	\$149,069	\$213,986	\$224,325
REVENUES LESS EXPENSES	-\$260,652	-\$149,069	-\$213,986	-\$224,325

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$144,302	\$158,307	\$171,386	\$174,894
Allocated Costs	\$16,680	\$27,432	\$35,155	\$41,727
Salaries	\$98,241	-\$36,670	\$7,393	\$7,652
Supplies & Services	\$1,429	\$0	\$52	\$52
TOTAL	\$260,652	\$149,069	\$213,986	\$224,325



PUBLIC SAFETY FOR SPECIAL EVENTS

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.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-S O P_Special Events	1.00	1.00	1.00	1.00
FTE COUNT	1.00	1.00	1.00	1.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$159,837	\$189,200	\$192,000	\$202,000
Expenses	\$651,071	\$611,143	\$663,220	\$687,601
REVENUES LESS EXPENSES	-\$491,234	-\$421,943	-\$471,220	-\$485,601

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$159,837	\$189,200	\$192,000	\$202,000
TOTAL	\$159,837	\$189,200	\$192,000	\$202,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$516,208	\$425,022	\$441,722	\$457,573
Supplies & Services	\$62,509	\$131,007	\$158,313	\$164,063
Benefits	\$70,439	\$51,969	\$56,936	\$58,973
Allocated Costs	\$1,915	\$3,146	\$6,249	\$6,993
TOTAL	\$651,071	\$611,143	\$663,220	\$687,601



ANIMAL CONTROL

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.

Works towards update of Animal Control related Municipal Codes that coordinate with County wide procedure.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-S O P_Animal Control	3.00	3.00	3.00	3.00
FTE COUNT	3.00	3.00	3.00	3.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$103,840	\$118,558	\$117,500	\$118,000
Expenses	\$847,613	\$984,334	\$1,027,753	\$1,083,098
REVENUES LESS EXPENSES	-\$743,774	-\$865,776	-\$910,253	-\$965,098

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$100,498	\$116,058	\$114,500	\$115,000

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$3,341	\$2,500	\$3,000	\$3,000
TOTAL	\$103,840	\$118,558	\$117,500	\$118,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$429,593	\$466,636	\$543,497	\$567,589
Salaries	\$228,619	\$279,447	\$237,867	\$250,446
Benefits	\$121,177	\$139,072	\$142,812	\$149,041
Allocated Costs	\$64,224	\$88,386	\$99,577	\$112,022
Special Projects	\$4,000	\$4,000	\$4,000	\$4,000
Non-Capital Equipment	\$0	\$6,793	\$0	\$0
TOTAL	\$847,613	\$984,334	\$1,027,753	\$1,083,098



TRAINING, RECRUITMENT, AND WELLNESS

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 fair and empathetic manner.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-S O P_Tn, Rct & Wellness	7.00	7.00	18.00	18.00
FTE COUNT	7.00	7.00	18.00	18.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$82,144	\$0	\$0
Expenses	\$1,685,310	\$1,995,705	\$4,467,603	\$4,668,546
REVENUES LESS EXPENSES	-\$1,685,310	-\$1,913,561	-\$4,467,603	-\$4,668,546

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$808,564	\$754,441	\$2,043,312	\$2,211,839
Benefits	\$527,805	\$609,260	\$1,732,434	\$1,818,623
Supplies & Services	\$341,820	\$622,234	\$664,320	\$609,015
Allocated Costs	\$7,121	\$9,770	\$27,536	\$29,069
TOTAL	\$1,685,310	\$1,995,705	\$4,467,603	\$4,668,546



RANGE & SAFETY EQUIPMENT

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, and Harbor 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.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-S O P_Range and Equipment	1.00	1.00	0.00	0.00
FTE COUNT	1.00	1.00	0.00	0.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$64,984	\$0	\$0
Expenses	\$1,509,385	\$3,257,575	\$1,916,194	\$1,929,542
REVENUES LESS EXPENSES	-\$1,509,385	-\$3,192,591	-\$1,916,194	-\$1,929,542

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$0	\$64,984	\$0	\$0
TOTAL	\$0	\$64,984	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$808,564	\$754,441	\$2,043,312	\$2,211,839
Benefits	\$527,805	\$609,260	\$1,732,434	\$1,818,623
Supplies & Services	\$341,820	\$622,234	\$664,320	\$609,015
Allocated Costs	\$7,121	\$9,770	\$27,536	\$29,069
TOTAL	\$1,685,310	\$1,995,705	\$4,467,603	\$4,668,546



FIELD OPERATIONS DIVISION

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.

Expand the alternative response models and Police Tech positions.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-Field Op_Field Op	93.00	93.00	87.00	87.00
FTE COUNT	93.00	93.00	87.00	87.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$856,637	\$791,991	\$783,104	\$803,104
Expenses	\$20,222,152	\$23,873,134	\$24,780,187	\$25,989,800
REVENUES LESS EXPENSES	-\$19,365,515	-\$23,081,143	-\$23,997,083	-\$25,186,696

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$350,437	\$285,000	\$305,000	\$325,000
Internal Charges	\$225,207	\$230,000	\$220,000	\$220,000
Intergov-Fed and State	\$229,612	\$218,104	\$218,104	\$218,104
Service Charges	\$26,368	\$40,000	\$40,000	\$40,000
Other Revenues	\$25,000	\$18,887	\$0	\$0
Use Of Money & Prpty	\$13	\$0	\$0	\$0
TOTAL	\$856,637	\$791,991	\$783,104	\$803,104

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$10,956,409	\$12,584,568	\$12,960,722	\$13,556,747
Benefits	\$8,317,513	\$10,079,412	\$10,688,029	\$11,196,202
Allocated Costs	\$480,230	\$649,309	\$616,195	\$704,513
Supplies & Services	\$245,183	\$285,959	\$285,241	\$302,338
Transfers	\$222,316	\$230,000	\$230,000	\$230,000
Non-Capital Equipment	\$0	\$43,887	\$0	\$0
Debt Service	\$500	\$0	\$0	\$0
TOTAL	\$20,222,152	\$23,873,134	\$24,780,187	\$25,989,800



TRAFFIC SAFETY

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.

Reduce traffic collisions and facilitate the safe and orderly flow of traffic.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-Field Op_Traffic	3.00	3.00	2.00	2.00
FTE COUNT	3.00	3.00	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$124,275	\$333,955	\$0	\$0
Expenses	\$1,135,611	\$1,121,895	\$927,332	\$959,320
REVENUES LESS EXPENSES	-\$1,011,337	-\$787,940	-\$927,332	-\$959,320

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$124,275	\$333,955	\$0	\$0
TOTAL	\$124,275	\$333,955	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$716,109	\$681,265	\$480,846	\$490,884
Benefits	\$346,951	\$337,659	\$380,627	\$395,665
Allocated Costs	\$56,329	\$32,191	\$41,431	\$48,440
Supplies & Services	\$16,223	\$60,780	\$24,428	\$24,331

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Non-Capital Equipment	\$0	\$10,000	\$0	\$0
TOTAL	\$1,135,611	\$1,121,895	\$927,332	\$959,320



COMMUNITY ACTION TEAM

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 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, and loitering 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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-Field Op_Community Action Team	6.00	6.00	4.00	4.00
FTE COUNT	6.00	6.00	4.00	4.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$162,716	\$0	\$0
Expenses	\$1,461,237	\$2,772,317	\$1,314,036	\$1,376,244
REVENUES LESS EXPENSES	-\$1,461,237	-\$2,609,601	-\$1,314,036	-\$1,376,244

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$0	\$162,716	\$0	\$0
TOTAL	\$0	\$162,716	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$849,121	\$1,151,484	\$715,465	\$749,653
Benefits	\$581,275	\$786,772	\$565,276	\$591,358
Special Projects	\$0	\$787,716	\$0	\$0

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$6,769	\$11,136	\$23,605	\$26,232
Non-Capital Equipment	\$15,139	\$25,000	\$0	\$0
Supplies & Services	\$8,933	\$10,209	\$9,690	\$9,000
TOTAL	\$1,461,237	\$2,772,317	\$1,314,036	\$1,376,244



SPECIAL ENFORCEMENT TEAM

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.

Maintain a high level of visibility and presence citywide to deter gang violence.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-Field Op_Special Enf Team	3.00	3.00	1.00	1.00
FTE COUNT	3.00	3.00	1.00	1.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$740,645	\$735,366	\$426,323	\$447,272
REVENUES LESS EXPENSES	-\$740,645	-\$735,366	-\$426,323	-\$447,272

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$418,020	\$390,989	\$254,348	\$263,458
Benefits	\$312,471	\$327,777	\$148,749	\$158,002
Allocated Costs	\$6,664	\$10,948	\$17,574	\$20,160
Supplies & Services	\$3,491	\$5,652	\$5,652	\$5,652
TOTAL	\$740,645	\$735,366	\$426,323	\$447,272



COMBINED COMMUNICATIONS CENTER

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-C I & I P_Combined Comm Cen	18.00	18.00	21.00	21.00
FTE COUNT	18.00	18.00	21.00	21.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$3,369,363	\$3,145,437	\$3,769,483	\$3,986,099
REVENUES LESS EXPENSES	-\$3,369,363	-\$3,145,437	-\$3,769,483	-\$3,986,099

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$2,279,091	\$1,976,388	\$2,376,822	\$2,523,016
Benefits	\$958,197	\$983,067	\$1,198,394	\$1,250,148
Allocated Costs	\$71,111	\$104,027	\$128,332	\$147,214
Supplies & Services	\$60,964	\$81,955	\$65,935	\$65,721
TOTAL	\$3,369,363	\$3,145,437	\$3,769,483	\$3,986,099



CRIMINAL INVESTIGATIONS

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.

Increase availability of digital evidence collection by acquiring training and access to advanced software and equipment.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-CI & IP_C I & IP	24.00	24.00	29.00	29.00
FTE COUNT	24.00	24.00	29.00	29.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$51,083	\$52,000	\$52,000	\$52,000
Expenses	\$5,633,709	\$6,274,380	\$8,475,607	\$8,919,152
REVENUES LESS EXPENSES	-\$5,582,626	-\$6,222,380	-\$8,423,607	-\$8,867,152

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov- Local	\$51,083	\$52,000	\$52,000	\$52,000
TOTAL	\$51,083	\$52,000	\$52,000	\$52,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$2,947,651	\$3,209,050	\$4,601,272	\$4,843,196
Benefits	\$2,155,376	\$2,407,651	\$3,500,561	\$3,666,228
Allocated Costs	\$378,887	\$461,643	\$231,830	\$265,344

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$151,795	\$161,035	\$141,944	\$144,384
Non-Capital Equipment	\$0	\$35,000	\$0	\$0
TOTAL	\$5,633,709	\$6,274,380	\$8,475,607	\$8,919,152



CRIME LAB

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.

Ensure collaboration with Crime Scene Investigative Officers in Field Operations with the collection of criminal evidence. This will include evaluating equipment and training needs.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-C I & I P_Crime Lab	1.00	1.00	1.00	1.00
FTE COUNT	1.00	1.00	1.00	1.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$158,178	\$170,298	\$192,960	\$201,187
REVENUES LESS EXPENSES	-\$158,178	-\$170,298	-\$192,960	-\$201,187

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$101,065	\$105,721	\$111,908	\$116,354
Benefits	\$49,651	\$52,395	\$66,182	\$68,956
Supplies & Services	\$4,897	\$7,958	\$7,958	\$7,958
Allocated Costs	\$2,564	\$4,224	\$6,913	\$7,919
TOTAL	\$158,178	\$170,298	\$192,960	\$201,187



INFORMATION TECHNOLOGY / CRIME ANALYSIS

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, by providing efficient workflows and mission-critical data on time.

Administrate the Joint Powers Agreement (JPA) network and the Santa Barbara County Information Sharing System to provide law enforcement agencies in Santa Barbara County with access to local, state, and national databases.

Maintain security posture by adhering to Criminal Justice Information Services (CJIS) policies and procedures and working with the Department of Justice (CA) audits and compliance.

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 support for all interfaced systems to the 911 computer-aided dispatch system.

Provide timely and pertinent information about 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 policies.

Provide 24-hour user support and training, maintain all PCs and mobile computers, and maintain department webpage and mission critical law enforcement systems.

Provide all department statistics to support reports such as officer activity, directed patrol initiatives, special investigation projects, CLERY Act, and public records requests. In addition, support quality control initiatives that maintain our records management system where all criminal data is stored.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-S O P_Info Tech/Crime Analy	5.00	5.00	5.00	5.00
FTE COUNT	5.00	5.00	5.00	5.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$111,343	\$123,302	\$114,734	\$120,063
Expenses	\$1,712,309	\$1,872,671	\$1,760,961	\$1,842,077
REVENUES LESS EXPENSES	-\$1,600,967	-\$1,749,369	-\$1,646,227	-\$1,722,014

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$111,343	\$109,294	\$114,734	\$120,063
Intergov-Fed and State	\$0	\$14,008	\$0	\$0
TOTAL	\$111,343	\$123,302	\$114,734	\$120,063

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$662,837	\$662,723	\$625,330	\$650,248
Supplies & Services	\$531,270	\$645,257	\$535,280	\$557,363
Benefits	\$316,501	\$324,758	\$353,912	\$369,744
Allocated Costs	\$119,040	\$125,200	\$146,439	\$149,722
Non-Capital Equipment	\$82,661	\$100,725	\$100,000	\$115,000
Special Projects	\$0	\$14,008	\$0	\$0
TOTAL	\$1,712,309	\$1,872,671	\$1,760,961	\$1,842,077



PROPERTY AND EVIDENCE MANAGEMENT

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.

Remain innovative by using equipment and software to inventory audit of all the evidence stored inside the property room.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-C I & I P_Property Room	2.00	2.00	2.00	2.00
FTE COUNT	2.00	2.00	2.00	2.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$240,907	\$258,746	\$289,939	\$305,188
REVENUES LESS EXPENSES	-\$240,907	-\$258,746	-\$289,939	-\$305,188

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$141,266	\$146,824	\$161,769	\$171,562
Benefits	\$84,453	\$96,341	\$106,976	\$111,517
Supplies & Services	\$9,801	\$8,776	\$10,166	\$10,226

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$5,386	\$6,805	\$11,029	\$11,883
TOTAL	\$240,907	\$258,746	\$289,939	\$305,188



RECORDS AND CUSTOMER SERVICE

Provide excellent customer service to our community, allied agencies, and our police department with organized solutions for the preservation and accessibility of police records in adherence with federal, state, and municipal law. Provide front counter customer service for department related activities.

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.

Handle parking citation collections, including payments, and reviews.

Process and all vehicle tows and releases.

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.

Fulfill 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 within 30-days of receipt from the District Attorney's Office.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-C I & I P_Rec Bur	17.00	17.00	17.00	17.00
FTE COUNT	17.00	17.00	17.00	17.00

FINANCIAL INFORMATION

FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$78,367	\$110,000	\$120,500	\$120,500
Expenses	\$1,732,303	\$1,950,216	\$2,313,320	\$2,433,205
REVENUES LESS EXPENSES	-\$1,653,937	-\$1,840,216	-\$2,192,820	-\$2,312,705

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$67,560	\$95,000	\$95,000	\$95,000
Other Revenues	\$10,807	\$15,000	\$25,500	\$25,500
TOTAL	\$78,367	\$110,000	\$120,500	\$120,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$939,028	\$1,016,214	\$1,273,408	\$1,346,587
Benefits	\$620,475	\$709,052	\$846,873	\$879,093
Allocated Costs	\$113,322	\$147,222	\$112,382	\$126,732
Supplies & Services	\$59,479	\$77,729	\$80,658	\$80,793
TOTAL	\$1,732,303	\$1,950,216	\$2,313,320	\$2,433,205



PARKING ENFORCEMENT

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PD-Field Op_Pkg & Street Sweep	3.00	3.00	4.00	4.00
PD-Field Op_Pkg Enforcement	10.00	10.00	8.00	8.00
FTE COUNT	13.00	13.00	12.00	12.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$498,246	\$382,510	\$803,272	\$843,434
Expenses	\$1,244,083	\$1,372,520	\$1,559,410	\$1,641,897
REVENUES LESS EXPENSES	-\$745,837	-\$990,010	-\$756,138	-\$798,463

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$498,246	\$382,510	\$803,272	\$843,434
TOTAL	\$498,246	\$382,510	\$803,272	\$843,434

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$650,724	\$560,066	\$819,510	\$873,328
Benefits	\$516,875	\$574,347	\$590,753	\$616,200
Allocated Costs	\$66,424	\$75,979	\$92,091	\$96,187
Supplies & Services	\$10,059	\$23,471	\$57,056	\$56,182
Capital Equip & Projects	\$0	\$138,656	\$0	\$0
TOTAL	\$1,244,083	\$1,372,520	\$1,559,410	\$1,641,897



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 six functional areas: Administration, Engineering Services, Facilities and Fleet Management, Water Resources Management, Public Works Downtown Team, and Streets Operations and Infrastructure Management.

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 William B. Cater Water Treatment Plant which provide sewer and water service to over 100,000 customers.

The work of the Public Works Department is budgeted in the following funds:

- Critical Infrastructure Tax Fund - Measure C
- Downtown Parking Fund
- Facilities Management / Capital Funds (ICS)
- Fleet Maintenance / Replacement Funds (ICS)
- General Fund
- Streets Fund
- Streets Grant Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund – Measure A
- Wastewater Fund
- Wastewater Capital Fund
- Water Fund
- Water Capital Fund

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$192,554,769	\$214,233,087	\$184,839,031	\$202,186,956
Expenses	\$187,303,864	\$318,202,287	\$227,536,017	\$244,322,585
REVENUES LESS EXPENSES	\$5,250,905	-\$103,969,200	-\$42,696,986	-\$42,135,630

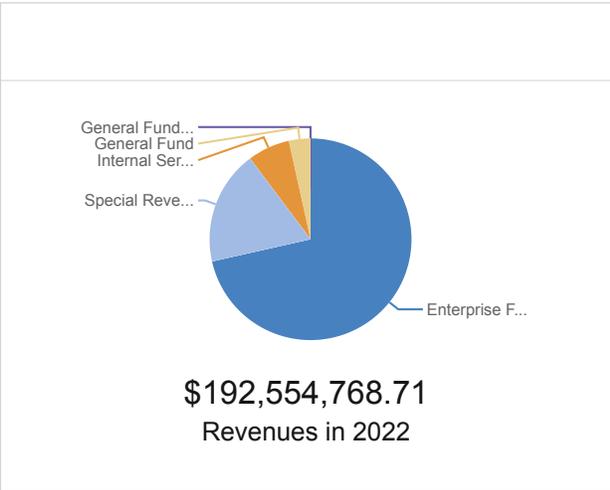
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$95,159,033	\$101,008,097	\$104,840,219	\$112,077,084
Internal Charges	\$51,197,319	\$48,837,252	\$44,730,716	\$54,543,006
Intergov-Fed and State	\$24,909,585	\$36,399,698	\$7,696,459	\$7,820,135
Taxes, Fees, & Fines	\$11,839,367	\$12,443,386	\$11,857,304	\$12,175,291
Intergov- Local	\$6,312,880	\$9,196,128	\$5,973,301	\$5,599,022
Use Of Money & Prpty	-\$537,845	\$4,995,147	\$8,229,373	\$8,231,129
Other Revenues	\$3,674,430	\$1,353,378	\$1,508,359	\$1,737,989
Revenues	\$0	\$0	\$3,299	\$3,300
TOTAL	\$192,554,769	\$214,233,087	\$184,839,031	\$202,186,956

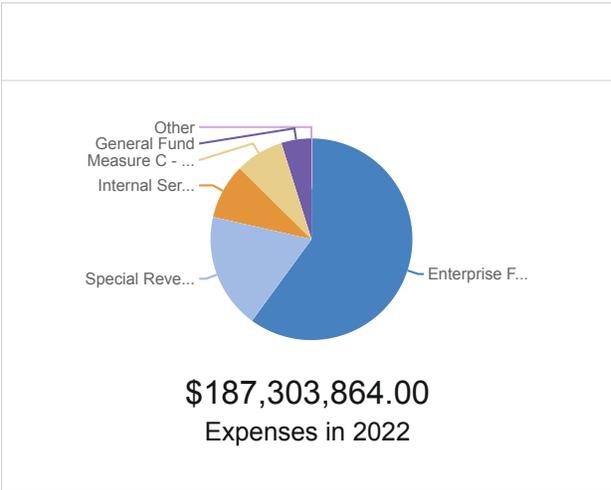
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$58,102,477	\$149,885,324	\$64,116,657	\$66,079,596
Transfers	\$36,785,810	\$34,133,078	\$30,225,785	\$39,279,111
Salaries	\$28,109,527	\$34,046,314	\$37,339,477	\$39,018,422
Supplies & Services	\$23,159,677	\$33,202,232	\$32,717,191	\$31,854,874
Allocated Costs	\$14,577,001	\$16,447,105	\$19,184,856	\$20,513,213
Benefits	\$9,257,746	\$16,411,425	\$17,931,940	\$18,933,415
Special Projects	\$13,530,395	\$17,071,794	\$14,980,879	\$15,247,897
Debt Service	\$3,393,135	\$10,250,994	\$10,264,595	\$12,647,192
Non-Capital Equipment	\$487,840	\$6,754,021	\$774,637	\$748,865
Other	-\$99,744	\$0	\$0	\$0
TOTAL	\$187,303,864	\$318,202,287	\$227,536,017	\$244,322,585

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$137,615,644	\$135,080,009	\$136,485,441	\$154,487,808
Special Revenue Funds	\$35,250,795	\$56,870,215	\$23,375,038	\$22,363,947
Internal Services Funds	\$13,007,066	\$14,428,402	\$15,965,926	\$16,289,512
General Fund	\$6,671,204	\$7,764,604	\$8,922,770	\$8,955,832
General Fund-Capital	\$10,059	\$89,856	\$89,856	\$89,856
TOTAL	\$192,554,769	\$214,233,087	\$184,839,031	\$202,186,956

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$112,432,349	\$187,722,786	\$137,470,883	\$163,023,780
Special Revenue Funds	\$34,679,960	\$66,391,635	\$27,353,954	\$25,792,299
Measure C - Capital	\$14,525,677	\$36,763,304	\$29,745,000	\$25,170,000
Internal Services Funds	\$16,597,137	\$15,557,748	\$16,528,537	\$15,994,902
General Fund	\$9,048,833	\$11,415,564	\$13,287,642	\$13,891,603
General Fund-Capital	\$19,908	\$351,249	\$3,150,000	\$450,000
TOTAL	\$187,303,864	\$318,202,287	\$227,536,017	\$244,322,585

Enterprise Fund Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Water Fund	\$97,602,414	\$90,896,967	\$90,908,346	\$101,651,388
Wastewater Fund	\$31,490,776	\$32,781,554	\$33,308,452	\$36,930,527
Downtown Parking Fund	\$8,522,454	\$11,401,488	\$12,268,643	\$15,905,893
TOTAL	\$137,615,644	\$135,080,009	\$136,485,441	\$154,487,808

Enterprise Fund Expense Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Water Fund	\$78,372,108	\$126,305,663	\$91,490,872	\$106,453,401
Wastewater Fund	\$25,776,398	\$48,625,805	\$33,487,461	\$38,611,504
Downtown Parking Fund	\$8,283,843	\$12,791,318	\$12,492,550	\$17,958,875
TOTAL	\$112,432,349	\$187,722,786	\$137,470,883	\$163,023,780

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

INNOVATION

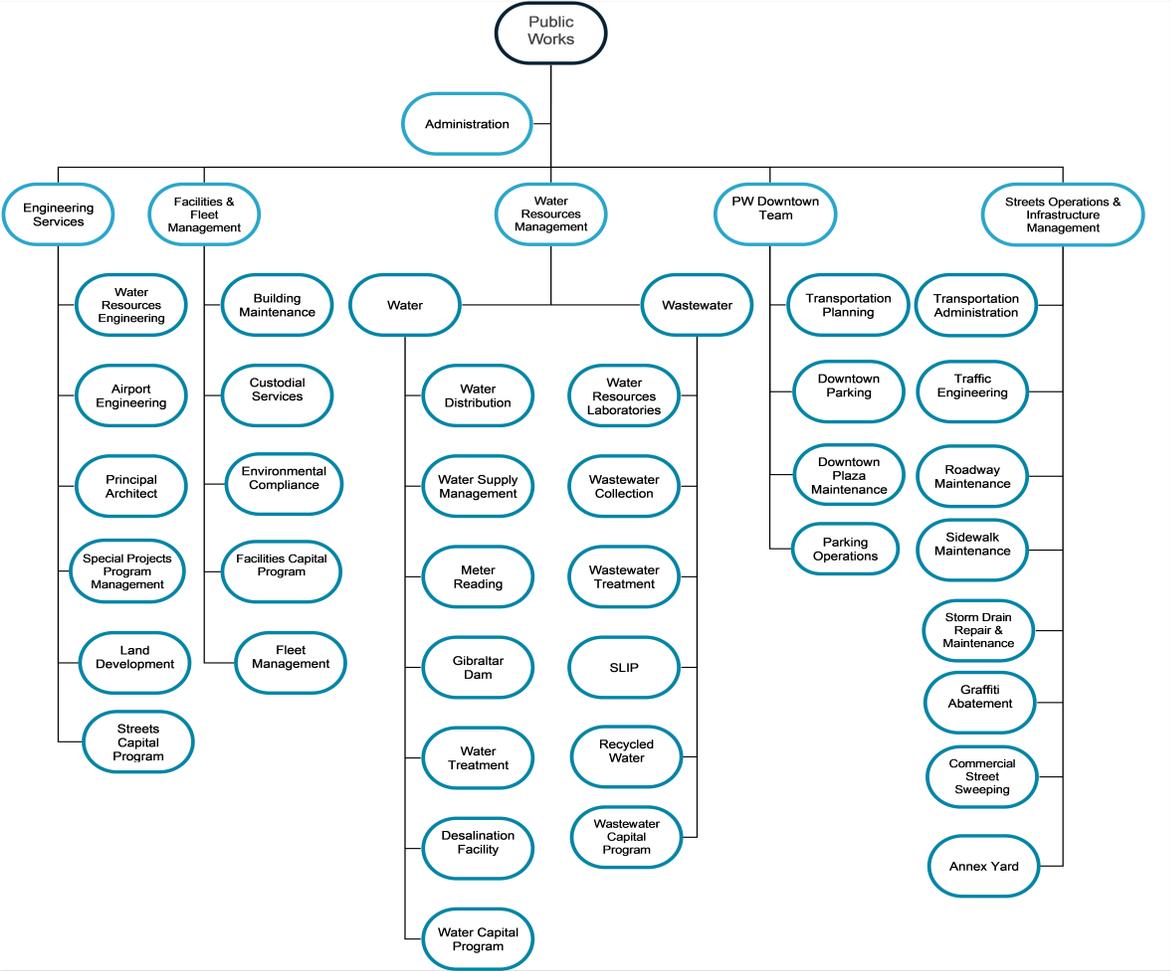
- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City’s culture and the City becomes recognized for doing SO.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Leverage innovation tools and technology	Complete GIS Storyboard of Bike Facilities and integrate with Regional Bike Facilities Mapping and Citywide Asset Management Program.	Percent	100.00
Innovation	Enhance communication to inform community with our programs, planning efforts and projects.	Be guest speakers at local conferences, schools, and community organizations.	Numeric Value	2.00
Innovation	Leverage technology to enhance the customer experience and support the economic vitality of Downtown.	Continue to expand self-service fee collection hours.	Hours	516.00
Innovation	Leveraging innovation tools and technology to provide long-range master planning for engineering, and land development support for the City’s capital infrastructure	Develop an asset management program	Numeric Value	1.00
Innovation	Increase communication to educate the public on street maintenance activities, challenges, and opportunities.	Provide Streets educational information via social media and outreach	Numeric Value	250.00
Innovation	Leverage innovative tools and technology to provide quality services.	Projects successfully completed.	Percent	100.00
Innovation	Leverage technology to enhance the customer experience and support the economic vitality of Downtown.	Implement a safety hazard and maintenance reporting system for the public	Numeric Value	1.00
Innovation	Enhance communication to inform community with our programs, planning efforts and projects.	Create Vision Zero 2.0 Webpage that communicates how we strive to eliminate fatalities and severe injuries in roadways. Include quarterly Vision Zero messaging to community and schools.	Numeric Value	4.00
Innovation	Leverage technology to enhance the customer experience and support the economic vitality of Downtown.	Simplify resident requests for on-street parking changes.	Numeric Value	4.00
Innovation	Enhance communication to inform community with our programs, planning efforts and projects.	Leverage multiple communication platforms.	Numeric Value	4.00
Innovation	Leverage innovation tools and technology	Create a bike rack inventory, integrate with Regional Bike Facilities Mapping and Citywide Asset Management Program via GIS and planned replacement for noncompliant racks.	Percent	100.00
Innovation	Leverage innovative tools and technology to provide quality services.	Complete full deployment of the Advanced Metering Infrastructure (AMI) project and get at least 10 percent of our customers signed up on the Water Smart portal by the end of FY24.	Percent	10.00
Innovation	Leverage technology to enhance the customer experience and support the economic vitality of Downtown.	Partner with Downtown Santa Barbara to identify and execute new promotional campaigns to encourage locals to visit Downtown.	Numeric Value	12.00
Innovation	Leverage innovative tools and technology to provide quality services.	Increase in alternative fuel and electric vehicles.	Percent	5.00
Innovation	Leverage innovative tools and technology to provide quality services.	Video inspect (CCTV) and complete a pipeline assessment/rating for 70% of the collection system by the end of FY24 with the broader goal of achieving 100% by the end of FY25.	Percent	70.00
Organizational Optimization	Plan for Santa Barbara’s transportation future so that people can move safely and actively using all forms of transportation.	Complete Traffic Model Update and amend Transportation Management Strategy accordingly.	Percent	100.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of ADA accessible access ramps installed	Numeric Value	100.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Amount of sidewalk, curb, and gutter replaced	Numeric Value	32,000.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Organizational Optimization	Public Works provides relevant and timely information and strives to earn the trust and high regard of the community	Percent of complaints responded to within 5 working days	Percent	80.00
Organizational Optimization	Plan for Santa Barbara's transportation future so that people can move safely and actively using all forms of transportation.	Provide land development project reviews to ensure all projects are in conformance with the Circulation Element; transportation, parking, and active transportation policies; design standards/guidelines; regulations; practices; and Vision Zero.	Hours	1,040.00
Organizational Optimization	Public Works provides relevant and timely information and strives to earn the trust and high regard of the community	Percent of weeks providing City News in Brief submittals	Percent	80.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of storm drain inlets repaired or cleaned during off season in preparation for wet season	Percent	100.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Pavement Condition Index	Numeric Value	0.00
Organizational Optimization	Public Works provides relevant and timely information and strives to earn the trust and high regard of the community	Percent of frequently-viewed Public Works public webpages reviewed and updated annually	Percent	80.00
Organizational Optimization	Operate the Downtown Parking system and manage street parking citywide to balance the needs of all users, support economic vitality, and enhance quality of life.	Regularly assess and pro-actively identify on-street parking needs.	Numeric Value	50.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of trip hazards repaired by concrete grinding or asphalt ramping	Numeric Value	5,000.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Average time to abate graffiti	Days	3.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Amount of graffiti removed or painted over	Numeric Value	150,000.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of traffic signs replaced	Numeric Value	2,000.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Percentage of traffic signals receiving preventative maintenance every 90 days	Percent	99.00
Organizational Optimization	Track and bill engineering services for Capital Improvement and Land Development projects	Achieve 90% Cost Recovery for billing	Percent	90.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Amount of pavement maintenance performed (measured in city blocks)	Numeric Value	100.00
Organizational Optimization	Leverage technology to enhance the customer experience and support the economic vitality of Downtown.	Conduct informational tabling events on the State Street Promenade.	Numeric Value	12.00
Organizational Optimization	Plan for Santa Barbara's transportation future so that people can move safely and actively using all forms of transportation.	Submit grants and work on capital infrastructure projects on active transportation, vision zero and safe routes to school projects, planning efforts, and programs as identified in Bicycle Master Plan, Pedestrian Master Plan, Neighborhood Transportation Management Plans, Vision Zero Strategy, Capital Improvement Program, and Climate Action Plan.	Hours	1,040.00
Organizational Optimization	Operate and maintain the City's Water Resources in a way that builds the trust and high regard of the community.	Utilizing various media platforms to develop 24 timely and informative public outreach articles targeting an average of 2 per month.	Numeric Value	24.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of curb miles of street sweeping performed	Numeric Value	150.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of traffic collisions resulting in severe or fatal injuries on City streets	Numeric Value	20.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Percentage of speed survey zones that are current	Percent	100.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Complete an annual collision analysis for Santa Barbara to identify locations in need of collision mitigation and/or increased enforcement	Numeric Value	1.00

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Organizational Optimization	Operate the Downtown Parking system and manage street parking citywide to balance the needs of all users, support economic vitality, and enhance quality of life.	Complete all monthly facility safety inspections.	Numeric Value	45.00
Organizational Optimization	Operate the Downtown Parking system and manage street parking citywide to balance the needs of all users, support economic vitality, and enhance quality of life.	Respond to equipment malfunction calls that affect customer entry and exit times within twelve minutes.	Percent	95.00
Organizational Optimization	Efficiently operate and maintain the City's fleet and associated equipment.	Fleet Maintenance work orders completed.	Percent	95.00
Organizational Optimization	Efficiently operate and maintain the City's facilities and associated infrastructure.	Building Maintenance work orders completed.	Percent	95.00
Organizational Optimization	Operate the Downtown Parking system and manage street parking citywide to balance the needs of all users, support economic vitality, and enhance quality of life.	Inspect and secure safety hazards within one hour of reporting.	Percent	100.00
Organizational Optimization	Operate the Downtown Parking system and manage street parking citywide to balance the needs of all users, support economic vitality, and enhance quality of life.	Maintain a high level of Ambassador presence on State Street	Hours	150.00
Organizational Optimization	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of potholes filled	Numeric Value	800.00
Thriving Workforce	Provide our employees with meaningful employment, advancement opportunities, and learning that make the Water Resources Division an employer of choice in the region.	Conduct an annual employee survey to get feedback on job satisfaction.	Numeric Value	1.00
Thriving Workforce	Provide meaningful training and development of employees to support Facilities and Fleet management activities.	Number of completed development activity.	Numeric Value	1.00
Thriving Workforce	Provide our employees with meaningful employment, advancement opportunities, and learning that make the Water Resources Division an employer of choice in the region.	Hold at least 2 virtual informational sessions for all Water Resources staff.	Numeric Value	2.00
Thriving Workforce	Public Works supports and develops a skilled and knowledgeable workforce	Percent of survey rating by attendees of the workplace value offered by the quarterly training sessions for Public Works administrative support staff	Percent	80.00
Thriving Workforce	Public Works supports and develops a skilled and knowledgeable workforce	Percent of new employee survey ratings for resources and support on the job in first 30 days as at least adequate	Percent	90.00
Thriving Workforce	Public Works supports and develops a skilled and knowledgeable workforce	Percent of employee evaluations received on time	Percent	79.00
Thriving Workforce	Provide our employees with meaningful employment, professional enrichment, and advancement opportunities, and offer high-quality job skills training and experience for local youth.	Partner with Traffic Engineering staff to offer training in principals of curb management and safety.	Numeric Value	1.00
Thriving Workforce	Hire and train staff/consultants to meet projected workload demands for next two years.	Staff to attend 2 yearly intensive technical transportation planning/engineering trainings that are specific to workload efforts.	Numeric Value	2.00
Thriving Workforce	Provide our employees with meaningful employment, professional enrichment, and advancement opportunities, and offer high-quality job skills training and experience for local youth.	Offer monthly trainings on maintenance equipment usage and protocols.	Numeric Value	12.00
Thriving Workforce	Provide street maintenance services with a skilled workforce that is trained to maintain Santa Barbara style infrastructure.	Provide training opportunities to Streets staff to improve safety practices and knowledge on Streets maintenance	Numeric Value	5.00
Thriving Workforce	Provide professional engineering and management services for managing the City's Capital Improvement & Land Development Programs in a manner that emphasizes a client oriented approach and employee development	Perform an annual post project client survey	Numeric Value	1.00
				195,102.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Administration (Public Works)
- Annex Yard Management
- Building Maintenance
- Custodial Services
- Desalination Facility
- Downtown Parking
- Engineering Services
- Environmental Compliance
- Facilities Capital Program
- Fleet Management
- Gibraltar Dam
- Graffiti Abatement
- Land Development
- Meter Services
- Recycled Water
- Roadway Maintenance
- Sewer Lateral Inspection Program (SLIP)
- Sidewalk Maintenance

- Storm Drain Repair & Maintenance
- Streets Capital
- Traffic Engineering
- Traffic Sign & Paint
- Traffic Signals
- Transportation Administration
- Transportation Planning
- Wastewater Capital
- Wastewater Collection
- Wastewater Treatment
- Water Capital
- Water Distribution
- Water Resources Laboratory
- Water Resources Management
- Water Supply Management
- Water Treatment



PUBLIC WORKS ADMINISTRATION

Provide excellent public service and administrative, personnel, and financial management support to 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.

Coordinate timely and responsive input to develop the Capital Improvement Program, annual performance plan, financial plan, annual budget, quarterly financial reports, and other state and regional grant and compliance reports.

Monitor and coordinate the department's budget activities, ensuring that all expenditures are within appropriation.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Public Works-Admin	6.00	6.00	6.00	6.00
FTE COUNT	6.00	6.00	6.00	6.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$112,125	\$118,145	\$125,139	\$128,893
Expenses	\$1,276,011	\$1,522,713	\$1,713,930	\$1,796,798
REVENUES LESS EXPENSES	-\$1,163,886	-\$1,404,568	-\$1,588,791	-\$1,667,905

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$112,125	\$118,145	\$125,139	\$128,893
TOTAL	\$112,125	\$118,145	\$125,139	\$128,893

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$703,779	\$762,944	\$805,504	\$846,954

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$341,442	\$388,800	\$437,533	\$457,989
Allocated Costs	\$114,852	\$135,679	\$269,902	\$305,257
Supplies & Services	\$113,271	\$143,258	\$133,450	\$126,950
Special Projects	\$0	\$67,457	\$42,541	\$40,148
Non-Capital Equipment	\$2,667	\$24,576	\$25,000	\$19,500
TOTAL	\$1,276,011	\$1,522,713	\$1,713,930	\$1,796,798



ENGINEERING SERVICES

Provide professional engineering and management support for City departments and all Capital Projects to maintain and improve the City's infrastructure.

PROGRAM ACTIVITIES

Client oriented professional engineering and project management services for the planning, design, construction, and inspection of the City's Capital Improvement Program.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Engineering Svcs	35.45	38.45	45.45	45.45
FTE COUNT	35.45	38.45	45.45	45.45

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$4,970,303	\$6,009,793	\$7,164,334	\$7,203,356
Expenses	\$8,206,503	\$11,832,966	\$12,063,084	\$11,398,577
REVENUES LESS EXPENSES	-\$3,236,201	-\$5,823,173	-\$4,898,750	-\$4,195,221

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$4,970,303	\$6,009,793	\$7,164,334	\$7,203,356
Other Revenues	\$0	\$0	\$0	\$0
TOTAL	\$4,970,303	\$6,009,793	\$7,164,334	\$7,203,356

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$3,503,215	\$4,628,600	\$6,030,279	\$6,381,869
Transfers	\$2,295,876	\$4,332,810	\$2,540,600	\$1,458,575
Benefits	\$1,835,900	\$2,145,218	\$2,769,339	\$2,856,463
Allocated Costs	\$486,677	\$507,994	\$523,208	\$525,658
Supplies & Services	\$59,320	\$150,398	\$140,058	\$136,057
Non-Capital Equipment	\$14,622	\$27,500	\$28,000	\$28,000
Special Projects	\$10,894	\$40,447	\$31,600	\$11,955
TOTAL	\$8,206,503	\$11,832,966	\$12,063,084	\$11,398,577



LAND DEVELOPMENT

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

Manage and operate the Public Works permit counter, which issues over-the-counter Public Works permits.

Review, coordinate, process, and permit private land development project applications, and coordinate a unified response from all Department divisions.

Manage and maintain Public Works real property interests, including city utility easements.

Perform at least one Municipal Code section update annually.

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.

Kickoff and begin the design phase of the Cliff Drive Utility Undergrounding Project from Meigs to San Rafael Avenue.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Land Development	9.45	9.45	9.40	9.40
FTE COUNT	9.45	9.45	9.40	9.40

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,501,379	\$1,700,180	\$1,696,811	\$1,684,701
Expenses	\$1,602,241	\$2,074,976	\$2,087,219	\$2,156,409
REVENUES LESS EXPENSES	-\$100,862	-\$374,795	-\$390,408	-\$471,708

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$1,136,213	\$1,245,617	\$1,241,934	\$1,203,231
Internal Charges	\$253,543	\$346,413	\$346,413	\$369,752
Other Revenues	\$111,623	\$108,150	\$108,464	\$111,718
TOTAL	\$1,501,379	\$1,700,180	\$1,696,811	\$1,684,701

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$833,545	\$1,110,283	\$1,148,582	\$1,212,521

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$469,331	\$552,002	\$548,001	\$564,791
Allocated Costs	\$203,598	\$231,711	\$230,877	\$230,948
Transfers	\$10,059	\$89,856	\$89,856	\$89,856
Supplies & Services	\$21,450	\$73,095	\$51,876	\$40,265
Special Projects	\$63,023	\$16,528	\$16,528	\$16,528
Non-Capital Equipment	\$1,235	\$1,500	\$1,500	\$1,500
TOTAL	\$1,602,241	\$2,074,976	\$2,087,219	\$2,156,409



TRANSPORTATION ADMINISTRATION

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Transportation Admin	1.50	1.50	1.75	1.75
FTE COUNT	1.50	1.50	1.75	1.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$12,086,690	\$12,701,251	\$13,059,204	\$13,413,020
Expenses	\$6,185,175	\$4,799,098	\$5,120,569	\$5,396,900
REVENUES LESS EXPENSES	\$5,901,515	\$7,902,153	\$7,938,635	\$8,016,120

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$11,177,878	\$11,729,386	\$11,143,304	\$11,461,291
Intergov- Local	\$614,368	\$820,211	\$658,262	\$664,845
Internal Charges	\$176,686	\$0	\$1,105,984	\$1,135,230
Other Revenues	\$39,358	\$56,500	\$56,500	\$56,500

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$33,207	\$58,186	\$58,186	\$58,186
Use Of Money & Prpty	\$45,192	\$36,968	\$36,968	\$36,968
TOTAL	\$12,086,690	\$12,701,251	\$13,059,204	\$13,413,020

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Transfers	\$4,027,496	\$2,400,482	\$2,483,218	\$2,577,185
Special Projects	\$1,463,716	\$1,551,390	\$1,615,937	\$1,690,487
Allocated Costs	\$331,584	\$452,062	\$602,677	\$692,245
Salaries	\$189,180	\$218,267	\$236,190	\$248,100
Benefits	\$112,287	\$121,716	\$132,264	\$138,599
Supplies & Services	\$60,913	\$55,181	\$50,284	\$50,284
TOTAL	\$6,185,175	\$4,799,098	\$5,120,569	\$5,396,900



ROADWAY MAINTENANCE

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.

Perform deep lift repair of City streets prior to work being performed by contractor to increase the effectiveness of the contract work.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Roadway Maintenance	14.79	14.79	13.85	13.85
FTE COUNT	14.79	14.79	13.85	13.85

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,120,778	\$5,045,484	\$5,298,579	\$4,917,616
Expenses	\$2,933,309	\$3,317,066	\$3,377,569	\$3,494,407
REVENUES LESS EXPENSES	\$2,187,469	\$1,728,418	\$1,921,010	\$1,423,209

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov- Local	\$5,205,504	\$5,018,184	\$5,217,279	\$4,836,416
Use Of Money & Prpty	-\$129,161	\$27,300	\$81,300	\$81,200
Internal Charges	\$34,595	\$0	\$0	\$0
Other Revenues	\$9,840	\$0	\$0	\$0
TOTAL	\$5,120,778	\$5,045,484	\$5,298,579	\$4,917,616

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,196,798	\$1,349,291	\$1,265,508	\$1,332,833
Benefits	\$574,533	\$656,868	\$636,772	\$663,676
Supplies & Services	\$558,684	\$643,657	\$628,854	\$651,463
Allocated Costs	\$416,404	\$440,893	\$626,778	\$626,779
Special Projects	\$87,208	\$208,579	\$202,000	\$202,000
Transfers	\$91,313	\$3,656	\$3,656	\$3,656
Non-Capital Equipment	\$8,368	\$14,122	\$14,000	\$14,000
TOTAL	\$2,933,309	\$3,317,066	\$3,377,569	\$3,494,407



SIDEWALK MAINTENANCE

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Sidewalk Maintenance	5.85	5.85	6.35	6.35
FTE COUNT	5.85	5.85	6.35	6.35

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$8,674	\$0	\$0	\$0
Expenses	\$808,796	\$1,127,253	\$1,354,181	\$1,432,149
REVENUES LESS EXPENSES	-\$800,122	-\$1,127,253	-\$1,354,181	-\$1,432,149

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$8,674	\$0	\$0	\$0
TOTAL	\$8,674	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$373,210	\$556,572	\$606,088	\$656,366
Benefits	\$209,743	\$268,004	\$303,577	\$331,267
Allocated Costs	\$109,293	\$120,582	\$260,205	\$260,205
Supplies & Services	\$115,120	\$174,514	\$176,811	\$176,811
Special Projects	\$0	\$5,500	\$5,500	\$5,500
Non-Capital Equipment	\$1,430	\$2,082	\$2,000	\$2,000
TOTAL	\$808,796	\$1,127,253	\$1,354,181	\$1,432,149



STORM DRAIN REPAIR & MAINTENANCE

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.

Perform patrol prior to and during storm events.

Keep Laguna Pump Station at 100% readiness and staffed during storm events.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Storm Drain Repair/Maint	2.10	2.10	1.60	1.60
FTE COUNT	2.10	2.10	1.60	1.60

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$6,036	\$0	\$0	\$0
Expenses	\$417,700	\$508,760	\$532,658	\$547,139
REVENUES LESS EXPENSES	-\$411,664	-\$508,760	-\$532,658	-\$547,139

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$6,036	\$0	\$0	\$0
TOTAL	\$6,036	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$136,456	\$168,061	\$153,323	\$163,140
Supplies & Services	\$110,074	\$146,880	\$146,989	\$146,989
Allocated Costs	\$91,566	\$95,946	\$131,727	\$131,828
Benefits	\$79,368	\$91,852	\$94,618	\$99,182

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$0	\$5,000	\$5,000	\$5,000
Non-Capital Equipment	\$236	\$1,020	\$1,000	\$1,000
TOTAL	\$417,700	\$508,760	\$532,658	\$547,139



GRAFFITI ABATEMENT

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Graffiti Abatement	1.90	1.90	1.30	1.30
FTE COUNT	1.90	1.90	1.30	1.30

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,783	\$0	\$0	\$0
Expenses	\$148,962	\$282,214	\$267,365	\$268,208
REVENUES LESS EXPENSES	-\$143,179	-\$282,214	-\$267,365	-\$268,208

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$5,783	\$0	\$0	\$0
TOTAL	\$5,783	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$53,246	\$147,175	\$116,555	\$124,176
Benefits	\$56,301	\$77,042	\$64,729	\$68,193
Supplies & Services	\$24,196	\$38,160	\$38,830	\$38,830
Allocated Costs	\$14,354	\$14,817	\$42,251	\$32,009
Special Projects	\$648	\$4,000	\$4,000	\$4,000
Non-Capital Equipment	\$217	\$1,020	\$1,000	\$1,000
TOTAL	\$148,962	\$282,214	\$267,365	\$268,208



TRAFFIC SIGN & PAINT

Install and maintain traffic signs, pavement markings and curb markings to promote safe and efficient traffic operations.

PROGRAM ACTIVITIES

Install and maintain curb markings, traffic signs and pavement markings.

Perform sign condition evaluation.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Traffic Markings & Signage	4.60	4.60	6.70	6.70
FTE COUNT	4.60	4.60	6.70	6.70

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$13,341	\$0	\$0	\$0
Expenses	\$837,286	\$900,368	\$1,474,267	\$1,486,936
REVENUES LESS EXPENSES	-\$823,945	-\$900,368	-\$1,474,267	-\$1,486,936

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$13,341	\$0	\$0	\$0
TOTAL	\$13,341	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$381,128	\$384,382	\$522,265	\$526,246
Allocated Costs	\$88,253	\$97,353	\$422,043	\$435,873
Benefits	\$192,700	\$198,571	\$308,262	\$303,121
Supplies & Services	\$174,240	\$212,980	\$214,614	\$214,614
Non-Capital Equipment	\$965	\$4,082	\$4,082	\$4,082
Special Projects	\$0	\$3,000	\$3,000	\$3,000
TOTAL	\$837,286	\$900,368	\$1,474,267	\$1,486,936



TRAFFIC SIGNALS

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Traffic Signal Maintenance	3.20	4.20	4.20	4.20
FTE COUNT	3.20	4.20	4.20	4.20

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,783	\$0	\$0	\$0
Expenses	\$1,996,122	\$2,134,754	\$1,910,010	\$2,233,234
REVENUES LESS EXPENSES	-\$1,990,339	-\$2,134,754	-\$1,910,010	-\$2,233,234

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$5,783	\$0	\$0	\$0
TOTAL	\$5,783	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$1,074,914	\$1,123,543	\$837,208	\$843,917
Salaries	\$384,547	\$460,341	\$494,499	\$516,694
Benefits	\$190,606	\$224,425	\$259,553	\$553,874
Non-Capital Equipment	\$209,689	\$218,075	\$210,680	\$210,680
Supplies & Services	\$33,447	\$68,370	\$68,069	\$68,069
Special Projects	\$102,919	\$40,000	\$40,000	\$40,000
TOTAL	\$1,996,122	\$2,134,754	\$1,910,010	\$2,233,234



TRAFFIC ENGINEERING

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 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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Traffic Engineering	3.85	3.85	3.85	3.85
FTE COUNT	3.85	3.85	3.85	3.85

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$14,457	\$0	\$0	\$0
Expenses	\$737,188	\$793,599	\$898,108	\$929,753
REVENUES LESS EXPENSES	-\$722,731	-\$793,599	-\$898,108	-\$929,753

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$14,457	\$0	\$0	\$0
TOTAL	\$14,457	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$402,694	\$426,103	\$477,623	\$496,751
Benefits	\$229,294	\$243,750	\$267,421	\$279,895
Allocated Costs	\$63,782	\$62,938	\$94,196	\$94,239
Special Projects	\$20,864	\$27,323	\$25,000	\$25,000
Supplies & Services	\$15,403	\$22,485	\$22,868	\$22,868
Non-Capital Equipment	\$5,150	\$11,000	\$11,000	\$11,000
TOTAL	\$737,188	\$793,599	\$898,108	\$929,753



STREETS CAPITAL

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.

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$16,257,426	\$37,527,520	\$3,637,373	\$2,635,667
Expenses	\$29,824,273	\$72,406,972	\$35,030,315	\$23,823,424
REVENUES LESS EXPENSES	-\$13,566,847	-\$34,879,452	-\$31,392,942	-\$21,187,757

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Intergov-Fed and State	\$9,189,062	\$27,627,541	\$80,000	\$80,000
Internal Charges	\$6,628,985	\$6,613,429	\$3,553,573	\$2,551,867
Intergov- Local	\$445,173	\$3,285,450	\$0	\$0
Use Of Money & Prpty	-\$5,795	\$1,100	\$3,800	\$3,800
TOTAL	\$16,257,426	\$37,527,520	\$3,637,373	\$2,635,667

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$28,958,268	\$65,542,915	\$33,569,801	\$22,753,800

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Non-Capital Equipment	\$0	\$5,000,000	\$0	\$0
Supplies & Services	\$271,646	\$1,271,564	\$725,000	\$701,867
Transfers	\$545,126	\$160,186	\$735,514	\$367,757
Special Projects	\$49,233	\$330,922	\$0	\$0
Allocated Costs	\$0	\$101,385	\$0	\$0
TOTAL	\$29,824,273	\$72,406,972	\$35,030,315	\$23,823,424



ANNEX YARD MANAGEMENT

Direct management of Public Works Annex Yard for storage of bulk materials, supplies and equipment in support of citywide functions.

PROGRAM ACTIVITIES

Maintain the Annex Yard space utilized by various City departments.

Operate City's Sandbag Station when a flood watch is issued by the National Weather Service and confirmed by the City of Santa Barbara.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2024	FY2025
FTE Count		
PW-Annex Yard Management	1.10	1.10
FTE COUNT	1.10	1.10

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$0	\$294,806	\$323,635	\$325,864
Expenses	\$0	\$294,587	\$348,622	\$350,121
REVENUES LESS EXPENSES	\$0	\$219	-\$24,987	-\$24,258

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$0	\$294,806	\$323,635	\$325,864
TOTAL	\$0	\$294,806	\$323,635	\$325,864

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$0	\$102,199	\$102,199	\$102,199
Allocated Costs	\$0	\$77,823	\$102,863	\$102,867
Salaries	\$0	\$68,901	\$90,257	\$90,135
Benefits	\$0	\$45,664	\$53,303	\$54,920
TOTAL	\$0	\$294,587	\$348,622	\$350,121



TRANSPORTATION PLANNING

Plan for Santa Barbara's transportation future so that people can move safely 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 that reduces vehicle traffic congestion and enhances safety.

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.

Communicate the Vision Zero Strategy and prioritize Vision Zero Strategy Projects that aim to eliminate all severe and fatal transportation-related collisions by 2030, while increasing safe, healthy, and equitable mobility for all.

Coordinate implementation of the 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.

Submit grants and work on capital infrastructure projects on active transportation, Vision Zero, and Safe Routes to School projects as identified in the Bicycle Master Plan, Pedestrian Master Plan, Neighborhood Transportation Management Plans, Vision Zero Strategy, Capital Improvement Program, and Climate Action Plan.

Coordinate with Engineering and Streets Division staff to ensure scope, schedule, budget, and public outreach is successfully implemented for priority projects.

Manage Safe Routes to School Program to provide pedestrian and bicycle safety education for local schools.

Add at least 30 miles of bikeways by 2030 (Bicycle Master Plan 2016).

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Transportation Plng	4.45	4.45	3.95	3.95
FTE COUNT	4.45	4.45	3.95	3.95

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$281,207	\$172,508	\$172,508	\$172,508
Expenses	\$832,392	\$1,111,954	\$1,105,211	\$992,393
REVENUES LESS EXPENSES	-\$551,185	-\$939,446	-\$932,703	-\$819,885

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$268,881	\$172,508	\$172,508	\$172,508
Internal Charges	\$12,326	\$0	\$0	\$0
TOTAL	\$281,207	\$172,508	\$172,508	\$172,508

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$417,309	\$507,205	\$503,871	\$521,005
Benefits	\$253,766	\$289,126	\$290,155	\$305,206
Special Projects	\$89,620	\$212,829	\$215,500	\$70,500
Allocated Costs	\$65,076	\$75,517	\$65,507	\$65,504
Supplies & Services	\$5,211	\$21,388	\$23,678	\$23,678
Non-Capital Equipment	\$1,410	\$5,889	\$6,500	\$6,500
TOTAL	\$832,392	\$1,111,954	\$1,105,211	\$992,393



DOWNTOWN PARKING

Enhance the City's economic vitality and quality of life by operating and maintaining the City's parking facilities and managing the on-street parking supply to optimize use by customers, employees, residents, and visitors.

PROGRAM ACTIVITIES

Operate and maintain 15 parking lots, including five parking structures, containing over 3,300 parking stalls.

Administer 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.

Manage Citywide on-street resources for resident parking, oversized vehicle parking, valet parking, time restrictions, and special designation parking.

Administer Downtown Ambassador Program.

Maintain the State Street Promenade.

Oversee interim operations of the State Street Promenade, including Outdoor Business Facilities.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Parking Management	0.95	0.95	0.95	0.95
PW-Downtown Parking	22.95	22.95	22.95	22.95
FTE COUNT	23.90	23.90	23.90	23.90

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$6,678,626	\$8,761,353	\$9,543,059	\$10,944,422
Expenses	\$5,541,061	\$7,332,622	\$8,101,805	\$10,401,419
REVENUES LESS EXPENSES	\$1,137,564	\$1,428,731	\$1,441,253	\$543,003

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$4,706,794	\$8,313,728	\$9,035,672	\$10,435,434
Internal Charges	\$1,719,203	\$180,122	\$205,641	\$205,641
Use Of Money & Prpty	\$69,843	\$195,160	\$200,286	\$201,886
Intergov- Local	\$35,428	\$60,243	\$85,760	\$85,761
Intergov-Fed and State	\$151,402	\$0	\$0	\$0
Other Revenues	-\$4,045	\$12,100	\$12,400	\$12,400
Revenues	\$0	\$0	\$3,299	\$3,300
TOTAL	\$6,678,626	\$8,761,353	\$9,543,059	\$10,944,422

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$1,753,080	\$2,035,426	\$2,335,402	\$2,534,577
Salaries	\$1,771,121	\$2,077,646	\$2,249,559	\$2,358,202
Transfers	\$226,425	\$782,472	\$909,600	\$2,904,600
Supplies & Services	\$953,953	\$1,092,382	\$1,171,750	\$1,195,700
Benefits	\$548,304	\$1,178,558	\$1,267,783	\$1,323,285
Special Projects	\$83,131	\$130,093	\$130,711	\$48,056
Debt Service	\$194,515	\$10,000	\$10,000	\$10,000
Non-Capital Equipment	\$10,533	\$26,045	\$27,000	\$27,000
TOTAL	\$5,541,061	\$7,332,622	\$8,101,805	\$10,401,419



BUILDING MAINTENANCE

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.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Facilities Maintenance	16.80	16.80	17.25	17.25
FTE COUNT	16.80	16.80	17.25	17.25

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$3,311,320	\$3,619,012	\$3,650,223	\$3,773,783
Expenses	\$2,858,936	\$4,501,941	\$4,217,249	\$4,382,924
REVENUES LESS EXPENSES	\$452,384	-\$882,929	-\$567,025	-\$609,142

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$3,325,212	\$3,608,512	\$3,644,723	\$3,768,283
Other Revenues	-\$13,893	\$10,500	\$5,500	\$5,500
TOTAL	\$3,311,320	\$3,619,012	\$3,650,223	\$3,773,783

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,247,061	\$1,424,321	\$1,699,827	\$1,797,470
Benefits	\$100,823	\$867,257	\$962,855	\$1,005,899
Allocated Costs	\$541,566	\$601,054	\$686,244	\$711,233
Capital Equip & Projects	\$19,908	\$869,973	\$450,000	\$450,000
Special Projects	\$355,128	\$352,955	\$289,072	\$289,072
Transfers	\$470,000	\$190,000	\$0	\$0
Supplies & Services	\$121,873	\$191,380	\$124,250	\$124,250
Non-Capital Equipment	\$2,578	\$5,000	\$5,000	\$5,000
TOTAL	\$2,858,936	\$4,501,941	\$4,217,249	\$4,382,924



CUSTODIAL SERVICES

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.

Provide window-cleaning services to 48 City-owned facilities.

Provide an annual training on green cleaning methods and practices to City Staff.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Custodial	12.40	12.50	12.65	12.65
FTE COUNT	12.40	12.50	12.65	12.65

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,657,173	\$1,932,000	\$1,908,208	\$1,967,187
Expenses	\$1,706,110	\$1,997,859	\$1,981,663	\$2,053,267
REVENUES LESS EXPENSES	-\$48,937	-\$65,859	-\$73,455	-\$86,079

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$1,657,173	\$1,932,000	\$1,908,208	\$1,967,187
TOTAL	\$1,657,173	\$1,932,000	\$1,908,208	\$1,967,187

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$594,267	\$681,610	\$791,775	\$838,091
Supplies & Services	\$553,435	\$681,324	\$441,324	\$441,324
Benefits	\$405,165	\$468,467	\$525,177	\$545,767
Allocated Costs	\$153,207	\$166,458	\$223,387	\$228,085
Non-Capital Equipment	\$37	\$0	\$0	\$0
TOTAL	\$1,706,110	\$1,997,859	\$1,981,663	\$2,053,267



ENVIRONMENTAL COMPLIANCE

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 assessment and remediation of soil and groundwater contamination of City Leaking Underground Fuel Tank (LUFT) and Site Mitigation Unit (SMU) Sites to comply with State regulatory requirements.

Prepare reports for City LUFT and SMU Sites as required by regulatory agencies.

Act as the City liaison/point of contact with environmental regulatory agencies. Offer guidance to other City Staff on environmental regulatory compliance.

Manage and ensure compliance with Santa Barbara County Business Plan Program for City sites storing threshold levels of chemicals.

Provide Vector Control Services for City creeks and Public Right of Way (ROW). Provide vector control information and guidance to citizens regarding mosquitoes, bees, and rodents.

Manage the cleanup and proper disposal of hazardous material and/or blood spills in the ROW. Provide disposal for illegally dumped household hazardous waste in the ROW.

Santa Barbara Police Department Remedial Action Project - Receive site closure process approval. Public Notification of Site Closure completed, and system being removed. Full site closure expected in 6 months. Approximately 27,293 pounds of Total Petroleum Hydrocarbon as Gas (TPHg) have been removed from December 2, 2016, to September 15, 2022, as a result of operations.

Parking Lot 12 - Complete Treatability Study which will be included in the Remedial Action Plan (RAP). Complete RAP. Complete groundwater monitoring and reporting. Submit all to the Regional Water Quality Control Board per mandate. Once RAP is approved, go to bid, manage, and complete remedial activities.

Contaminated Site Closures - Casa de la Raza LUFT site and El Estero Drain SMU Site both received official site closures in FY23.

Chase Palm Park - Soils Management Plan (SMP) submitted to County per directives and approved. Provide guidance to Parks and Recreation in complying with the SMP and in submitting Air Pollution Control District Contaminated Soil Excavation Permit Application.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Environmental Compliance	1.00	1.00	1.00	1.00
FTE COUNT	1.00	1.00	1.00	1.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$103,239	\$26,342	\$26,342	\$28,738
Expenses	\$664,790	\$803,356	\$492,741	\$541,331
REVENUES LESS EXPENSES	-\$561,551	-\$777,014	-\$466,399	-\$512,593

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$25,000	\$26,342	\$26,342	\$28,738
Other Revenues	\$78,239	\$0	\$0	\$0
TOTAL	\$103,239	\$26,342	\$26,342	\$28,738

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$438,880	\$532,220	\$228,753	\$269,205
Salaries	\$110,079	\$113,156	\$118,592	\$124,521
Benefits	\$56,325	\$58,391	\$56,203	\$58,412
Allocated Costs	\$46,303	\$65,639	\$55,243	\$55,243
Supplies & Services	\$13,203	\$33,950	\$33,950	\$33,950
TOTAL	\$664,790	\$803,356	\$492,741	\$541,331



FACILITIES CAPITAL PROGRAM

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.

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$470,000	\$190,000	\$0	\$0
Expenses	\$762,475	\$8,182,486	\$3,950,000	\$6,250,000
REVENUES LESS EXPENSES	-\$292,475	-\$7,992,486	-\$3,950,000	-\$6,250,000

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$470,000	\$190,000	\$0	\$0
TOTAL	\$470,000	\$190,000	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$762,475	\$8,182,486	\$3,950,000	\$6,250,000
TOTAL	\$762,475	\$8,182,486	\$3,950,000	\$6,250,000



FLEET MANAGEMENT

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.

Comply with mandated reporting requirements from various regulatory agencies.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Fleet Replacement	1.80	1.80	1.45	1.45
PW-Fleet Maintenance	13.20	13.20	11.80	11.80
FTE COUNT	15.00	15.00	13.25	13.25

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$6,096,674	\$7,113,503	\$8,669,707	\$8,760,533
Expenses	\$10,069,869	\$7,652,684	\$8,947,223	\$8,404,895
REVENUES LESS EXPENSES	-\$3,973,195	-\$539,181	-\$277,516	\$355,638

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	\$2,862,758	\$3,591,672	\$5,314,993	\$5,320,549
Internal Charges	\$3,003,912	\$3,388,831	\$3,167,112	\$3,251,006

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$230,003	\$133,000	\$187,602	\$188,978
TOTAL	\$6,096,674	\$7,113,503	\$8,669,707	\$8,760,533

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$5,957,013	\$3,442,275	\$4,604,058	\$3,637,829
Salaries	\$981,624	\$1,149,885	\$1,191,465	\$1,259,813
Supplies & Services	\$1,033,553	\$1,205,352	\$973,826	\$973,826
Allocated Costs	\$450,220	\$504,474	\$804,677	\$830,149
Benefits	\$395,262	\$680,011	\$691,607	\$721,689
Debt Service	\$9,038	\$606,371	\$621,372	\$621,371
Transfers	\$1,116,772	\$1,467	\$1,467	\$1,467
Special Projects	\$109,174	\$54,965	\$50,867	\$350,867
Non-Capital Equipment	\$17,214	\$7,884	\$7,884	\$7,884
TOTAL	\$10,069,869	\$7,652,684	\$8,947,223	\$8,404,895



WATER RESOURCES MANAGEMENT

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Water Resources Management	5.10	4.60	2.95	2.95
PW-Wastewater Resources Mgmt	4.40	4.40	4.50	4.50
FTE COUNT	9.50	9.00	7.45	7.45

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$74,944,416	\$70,492,814	\$74,712,846	\$78,812,888
Expenses	\$34,979,576	\$41,349,166	\$39,299,481	\$50,756,226
REVENUES LESS EXPENSES	\$39,964,840	\$29,143,648	\$35,413,365	\$28,056,662

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$62,599,843	\$63,508,927	\$65,021,804	\$69,027,570
Intergov-Fed and State	\$14,126,944	\$5,990,004	\$7,616,459	\$7,740,135
Use Of Money & Prpty	-\$2,884,425	\$901,175	\$1,915,150	\$1,910,750
Other Revenues	\$912,258	\$66,128	\$132,893	\$107,893
Internal Charges	\$177,390	\$14,540	\$14,540	\$14,540
Intergov- Local	\$12,406	\$12,040	\$12,000	\$12,000
TOTAL	\$74,944,416	\$70,492,814	\$74,712,846	\$78,812,888

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Transfers	\$27,340,260	\$25,786,041	\$23,056,640	\$31,450,700
Allocated Costs	\$5,802,707	\$6,755,602	\$7,363,901	\$8,078,721
Debt Service	\$1,855,070	\$5,425,013	\$5,423,612	\$7,806,210
Supplies & Services	\$901,072	\$1,310,624	\$1,668,899	\$1,555,299
Salaries	\$873,835	\$1,350,093	\$1,107,428	\$1,160,476
Special Projects	\$56,571	\$117,734	\$138,300	\$140,215
Non-Capital Equipment	\$2,900	\$11,465	\$7,000	\$7,000
Benefits	-\$1,852,839	\$592,594	\$533,700	\$557,605
TOTAL	\$34,979,576	\$41,349,166	\$39,299,481	\$50,756,226



WATER SUPPLY MANAGEMENT

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 the 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 website and public presentations to Water Commission and City Council.

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 the City Council liaison briefed on the activities of COMB, CCRB, and CCWA.

Participate in Bureau of Reclamation technical and negotiation sessions for a new Cachuma Project Master Water Service Contract and support associated environmental review.

Sustainably manage local groundwater basins for water supply purposes, including ongoing monitoring of water levels and water quality.

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

Support the water rate study and rate-setting process.

Fully deploy the Advanced Metering Infrastructure (AMI) implementation project and actively work to get customers signed up on the Customer Engagement Platform.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
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Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Water Supply Mgmt	7.45	6.80	5.60	5.60
FTE COUNT	7.45	6.80	5.60	5.60

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$23,821	\$0	\$0	\$0
Expenses	\$10,948,702	\$13,610,131	\$12,019,899	\$11,970,262
REVENUES LESS EXPENSES	-\$10,924,881	-\$13,610,131	-\$12,019,899	-\$11,970,262

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$23,131	\$0	\$0	\$0
Other Revenues	\$690	\$0	\$0	\$0
TOTAL	\$23,821	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Special Projects	\$9,422,951	\$11,609,058	\$10,169,620	\$10,207,620
Salaries	\$776,583	\$751,709	\$804,427	\$789,862
Supplies & Services	\$243,398	\$710,571	\$508,425	\$421,521
Benefits	\$401,714	\$391,023	\$383,723	\$399,810
Allocated Costs	\$98,370	\$116,670	\$75,404	\$75,449
Non-Capital Equipment	\$5,686	\$31,100	\$78,300	\$76,000
TOTAL	\$10,948,702	\$13,610,131	\$12,019,899	\$11,970,262



DESALINATION FACILITY

The Mission of the Charles E. Meyer Desalination Plant is to provide a local 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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Desalination Program	1.00	1.30	2.30	2.30
FTE COUNT	1.00	1.30	2.30	2.30

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$6,083,413	\$11,754,752	\$13,584,953	\$12,584,723
REVENUES LESS EXPENSES	-\$6,083,413	-\$11,754,752	-\$13,584,953	-\$12,584,723

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$4,608,385	\$6,734,042	\$8,466,372	\$7,240,482
Debt Service	\$1,019,741	\$4,209,610	\$4,209,611	\$4,209,611
Salaries	\$186,393	\$433,624	\$418,187	\$445,379
Allocated Costs	\$187,304	\$225,293	\$239,855	\$427,766
Benefits	\$81,590	\$152,183	\$195,928	\$203,734
Capital Equip & Projects	\$0	\$0	\$40,000	\$42,000
Non-Capital Equipment	\$0	\$0	\$15,000	\$15,750
TOTAL	\$6,083,413	\$11,754,752	\$13,584,953	\$12,584,723



GIBRALTAR DAM

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Gibraltar Operations	2.15	2.15	2.20	2.20
FTE COUNT	2.15	2.15	2.20	2.20

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,783	\$0	\$0	\$0
Expenses	\$493,852	\$593,314	\$756,270	\$666,490
REVENUES LESS EXPENSES	-\$488,069	-\$593,314	-\$756,270	-\$666,490

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$5,783	\$0	\$0	\$0
TOTAL	\$5,783	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$217,793	\$241,028	\$257,188	\$266,757
Supplies & Services	\$141,500	\$170,719	\$172,398	\$168,412
Benefits	\$98,950	\$104,146	\$120,352	\$124,934
Special Projects	\$33,224	\$75,000	\$190,000	\$90,000
Allocated Costs	\$804	\$921	\$14,832	\$14,887
Non-Capital Equipment	\$1,581	\$1,500	\$1,500	\$1,500
TOTAL	\$493,852	\$593,314	\$756,270	\$666,490



RECYCLED WATER

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 with and ensure compliance with the proper setup of new recycled water sites.

Ensure compliance with required agreements and state regulations for users of the recycled water distribution system.

Provide guidance, training education materials, and signage for landscape and toilet flushing uses of recycled water.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Recycled Water	4.50	5.00	4.65	4.65
FTE COUNT	4.50	5.00	4.65	4.65

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$5,783	\$0	\$0	\$0
Expenses	\$1,207,998	\$1,296,570	\$1,765,795	\$1,865,052
REVENUES LESS EXPENSES	-\$1,202,215	-\$1,296,570	-\$1,765,795	-\$1,865,052

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$5,783	\$0	\$0	\$0
TOTAL	\$5,783	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$487,962	\$481,154	\$856,713	\$916,746
Salaries	\$478,621	\$538,593	\$591,356	\$618,637
Benefits	\$235,761	\$270,392	\$286,564	\$298,156
Allocated Costs	\$5,654	\$6,430	\$31,162	\$31,513

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
TOTAL	\$1,207,998	\$1,296,570	\$1,765,795	\$1,865,052



WATER TREATMENT

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 William B. 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 the City's hydroelectric plant to generate electricity and offset City demand with diversions from Gibraltar Reservoir.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Water Treatment	1.14	1.24	1.54	1.54
PW-Cater Water Treatment	14.71	15.61	14.46	14.46
FTE COUNT	15.85	16.85	16.00	16.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$40,661	\$0	\$0	\$0
Expenses	\$4,770,836	\$5,769,873	\$6,899,049	\$7,032,122
REVENUES LESS EXPENSES	-\$4,730,175	-\$5,769,873	-\$6,899,049	-\$7,032,122

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$40,661	\$0	\$0	\$0
TOTAL	\$40,661	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
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	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$1,895,459	\$2,694,408	\$3,517,401	\$3,531,590
Salaries	\$1,758,113	\$1,845,719	\$1,980,208	\$2,082,572
Benefits	\$883,140	\$944,247	\$1,014,676	\$1,058,142
Allocated Costs	\$160,739	\$183,224	\$266,864	\$271,268
Capital Equip & Projects	\$52,200	\$85,275	\$101,900	\$70,550
Non-Capital Equipment	\$21,184	\$17,000	\$18,000	\$18,000
TOTAL	\$4,770,836	\$5,769,873	\$6,899,049	\$7,032,122



WATER DISTRIBUTION

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 as secondary backup for all Streets emergencies.

Provide water main design and construction support for City utility coordination projects.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Water Distribution	32.53	32.53	32.35	32.35
FTE COUNT	32.53	32.53	32.35	32.35

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$92,988	\$0	\$0	\$0
Expenses	\$8,223,890	\$9,910,057	\$10,504,932	\$10,830,674
REVENUES LESS EXPENSES	-\$8,130,901	-\$9,910,057	-\$10,504,932	-\$10,830,674

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$92,988	\$0	\$0	\$0
TOTAL	\$92,988	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$3,152,756	\$3,751,093	\$3,808,978	\$4,001,136
Supplies & Services	\$2,332,974	\$3,049,771	\$3,138,167	\$3,190,139
Benefits	\$1,517,492	\$1,731,564	\$1,810,871	\$1,887,906

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$919,770	\$887,456	\$1,287,875	\$1,292,452
Capital Equip & Projects	\$153,299	\$190,000	\$190,000	\$190,000
Non-Capital Equipment	\$68,337	\$144,041	\$144,041	\$144,041
Special Projects	\$79,262	\$156,132	\$125,000	\$125,000
TOTAL	\$8,223,890	\$9,910,057	\$10,504,932	\$10,830,674



METER SERVICES

Maintain water meter reading equipment for accurate and timely utility billings and respond to field service requests in a timely, courteous, efficient, and safe manner.

PROGRAM ACTIVITIES

Obtain monthly billing reads for approximately 28,000 water meters and download to the centralized utility billing system.

Process approximately 10,000 service orders to begin and terminate service.

Monitor and respond to Automated Metering Infrastructure system maintenance issues and customer service alerts, including high water use and leaks.

Field-check new water meter installations.

Maintain and manage an active water meter inventory.

Maintain water meters and make recommendations for replacement.

Maintain, inspect, and repair temporary fire hydrant meters.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Meter Reading	6.10	6.10	6.55	6.55
FTE COUNT	6.10	6.10	6.55	6.55

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$13,848	\$0	\$0	\$0
Expenses	\$1,059,413	\$1,270,921	\$1,332,928	\$1,398,339
REVENUES LESS EXPENSES	-\$1,045,565	-\$1,270,921	-\$1,332,928	-\$1,398,339

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$13,848	\$0	\$0	\$0
TOTAL	\$13,848	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$652,693	\$774,373	\$813,784	\$749,090
Benefits	\$315,054	\$377,565	\$362,843	\$374,448
Allocated Costs	\$51,301	\$44,583	\$91,881	\$91,881

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$37,174	\$69,400	\$62,420	\$45,920
Special Projects	\$0	\$0	\$0	\$135,000
Non-Capital Equipment	\$3,192	\$5,000	\$2,000	\$2,000
TOTAL	\$1,059,413	\$1,270,921	\$1,332,928	\$1,398,339



WATER CAPITAL

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

Develop the necessary funding to facilitate the Water Capital Program.

Approve the design, plans, and specifications for Water Capital Projects.

Assist the Public Works Engineering Division in moving projects through the City's planning, environmental, and permitting process, when appropriate.

Assist Engineering staff in the bid, award, monitoring and inspection of Water Capital projects through completion of construction, when appropriate.

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$22,573,513	\$20,404,153	\$16,195,500	\$22,838,500
Expenses	\$19,769,467	\$53,466,017	\$16,195,500	\$22,838,500
REVENUES LESS EXPENSES	\$2,804,046	-\$33,061,864	\$0	\$0

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$19,177,301	\$17,209,703	\$15,706,950	\$22,349,950
Intergov-Fed and State	\$1,442,176	\$2,782,153	\$0	\$0
Service Charges	\$688,120	\$412,297	\$488,550	\$488,550
Other Revenues	\$1,265,915	\$0	\$0	\$0
TOTAL	\$22,573,513	\$20,404,153	\$16,195,500	\$22,838,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$18,382,250	\$50,546,475	\$16,195,500	\$22,838,500
Supplies & Services	\$1,105,007	\$1,919,542	\$0	\$0
Non-Capital Equipment	\$0	\$1,000,000	\$0	\$0
Transfers	\$282,210	\$0	\$0	\$0
TOTAL	\$19,769,467	\$53,466,017	\$16,195,500	\$22,838,500



WATER RESOURCES LABORATORY

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Water Laboratory	3.20	4.20	4.05	4.05
PW-Wastewater Laboratory	3.80	3.90	4.50	4.50
FTE COUNT	7.00	8.10	8.55	8.55

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$18,987	\$0	\$0	\$0
Expenses	\$1,472,399	\$2,237,702	\$2,290,460	\$2,255,103
REVENUES LESS EXPENSES	-\$1,453,412	-\$2,237,702	-\$2,290,460	-\$2,255,103

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$18,870	\$0	\$0	\$0
Other Revenues	\$117	\$0	\$0	\$0
TOTAL	\$18,987	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$682,471	\$928,495	\$1,030,213	\$1,092,446
Supplies & Services	\$312,260	\$714,921	\$493,324	\$510,411
Benefits	\$345,718	\$413,055	\$486,216	\$506,039
Allocated Costs	\$76,585	\$79,231	\$73,707	\$73,707
Capital Equip & Projects	\$35,249	\$30,000	\$130,000	\$30,000
Non-Capital Equipment	\$20,117	\$72,000	\$77,000	\$42,500
TOTAL	\$1,472,399	\$2,237,702	\$2,290,460	\$2,255,103



WASTEWATER COLLECTION

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 overflows through regular maintenance defined in the Sewer System Management Plan (SSMP).

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Wastewater Collection	17.48	17.48	17.75	17.75
FTE COUNT	17.48	17.48	17.75	17.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$69,959	\$0	\$0	\$0
Expenses	\$4,028,443	\$4,745,634	\$5,316,233	\$5,409,296
REVENUES LESS EXPENSES	-\$3,958,484	-\$4,745,634	-\$5,316,233	-\$5,409,296

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$43,522	\$0	\$0	\$0
Other Revenues	\$26,437	\$0	\$0	\$0
TOTAL	\$69,959	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,503,733	\$1,676,327	\$1,891,185	\$1,966,450
Benefits	\$808,949	\$867,371	\$958,249	\$992,632
Supplies & Services	\$608,408	\$868,786	\$1,032,753	\$991,376
Special Projects	\$464,226	\$670,000	\$700,000	\$721,000

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$560,126	\$550,904	\$658,198	\$658,198
Non-Capital Equipment	\$40,658	\$45,000	\$45,450	\$47,723
Capital Equip & Projects	\$42,344	\$67,246	\$30,398	\$31,917
TOTAL	\$4,028,443	\$4,745,634	\$5,316,233	\$5,409,296



SEWER LATERAL INSPECTION PROGRAM

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 public outreach and education to program stakeholders.

Provide resources for the public for sewer lateral maintenance and repairs.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Sewer Lateral Inspection	3.45	3.70	3.35	3.35
FTE COUNT	3.45	3.70	3.35	3.35

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$8,674	\$0	\$0	\$0
Expenses	\$888,802	\$1,549,714	\$1,318,734	\$1,464,783
REVENUES LESS EXPENSES	-\$880,128	-\$1,549,714	-\$1,318,734	-\$1,464,783

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$8,674	\$0	\$0	\$0
TOTAL	\$8,674	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$425,246	\$874,892	\$675,415	\$796,030
Salaries	\$299,693	\$453,953	\$425,251	\$445,083
Benefits	\$159,721	\$213,517	\$187,407	\$193,009
Allocated Costs	\$260	\$352	\$23,661	\$23,661
Non-Capital Equipment	\$3,882	\$7,000	\$7,000	\$7,000
TOTAL	\$888,802	\$1,549,714	\$1,318,734	\$1,464,783



WASTEWATER TREATMENT

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 the environmental benefits of the El Estero Water Resource Center process.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Wastewater Treatment	22.75	22.75	22.80	22.80
FTE COUNT	22.75	22.75	22.80	22.80

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$25,109,905	\$27,441,554	\$29,143,452	\$31,005,527
Expenses	\$6,514,449	\$8,635,282	\$9,554,652	\$10,093,888
REVENUES LESS EXPENSES	\$18,595,456	\$18,806,272	\$19,588,800	\$20,911,639

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$25,533,120	\$27,194,782	\$28,712,880	\$30,575,855
Use Of Money & Prpty	-\$496,258	\$241,772	\$425,572	\$424,672
Internal Charges	\$68,631	\$0	\$0	\$0
Other Revenues	\$4,412	\$5,000	\$5,000	\$5,000
TOTAL	\$25,109,905	\$27,441,554	\$29,143,452	\$31,005,527

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$3,924,776	\$4,246,534	\$4,806,247	\$5,122,101
Salaries	\$2,405,491	\$2,465,124	\$2,732,450	\$2,874,793
Benefits	-\$265,522	\$1,276,290	\$1,383,869	\$1,440,034
Allocated Costs	\$379,620	\$389,521	\$419,486	\$430,960
Special Projects	\$3,960	\$175,813	\$150,000	\$150,000
Non-Capital Equipment	\$40,849	\$42,000	\$27,600	\$41,000
Capital Equip & Projects	\$25,275	\$40,000	\$35,000	\$35,000
TOTAL	\$6,514,449	\$8,635,282	\$9,554,652	\$10,093,888



WASTEWATER CAPITAL

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 and prioritize the work required to maintain and upgrade the City’s Wastewater Treatment and Collection System infrastructure.

Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.

Develop funding to facilitate the Wastewater Capital Program.

Monitor and expedite projects in the El Estero Water Resource Center Strategic Plan.

Coordinate the management of Wastewater Capital Projects with Engineering Division staff.

Complete construction of 2.56 miles of Sewer Main Rehabilitation, Replacement, Spot Repairs, and/or Capacity Improvements each Fiscal Year.

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$6,287,527	\$5,340,000	\$4,165,000	\$5,925,000
Expenses	\$3,772,699	\$19,884,409	\$4,165,000	\$5,925,000
REVENUES LESS EXPENSES	\$2,514,828	-\$14,544,409	\$0	\$0

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$6,094,673	\$5,237,948	\$4,056,315	\$5,809,250
Service Charges	\$192,854	\$102,052	\$108,685	\$115,750
TOTAL	\$6,287,527	\$5,340,000	\$4,165,000	\$5,925,000

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$3,174,292	\$18,909,373	\$4,165,000	\$5,925,000
Supplies & Services	\$383,381	\$975,035	\$0	\$0
Debt Service	\$314,770	\$0	\$0	\$0
Other	-\$99,744	\$0	\$0	\$0
TOTAL	\$3,772,699	\$19,884,409	\$4,165,000	\$5,925,000



SUSTAINABILITY & RESILIENCE

Support the City's sustainability goals and build local resilience by developing innovative and equitable policy recommendations, implementing cohesive programs, services and projects, and fostering a collaborative approach to creating a clean, resilient, and thriving City.

ABOUT SUSTAINABILITY & RESILIENCE

The Sustainability & Resilience Department consists of three divisions: Creeks & Water Quality; Energy & Climate; and Environmental Services. The Department supports the City's sustainability and resilience goals through thoughtful and holistic policy, program and project implementation.

The Creeks & Water Quality Division's mission is to improve creek and ocean water quality and restore natural creek systems through storm water and urban runoff pollution reduction, creek restoration, and community education programs.

The Energy & Climate Division manages the City's electricity supply through its community choice energy program, 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.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$57,538,057	\$87,489,601	\$97,646,101	\$94,450,162
Expenses	\$53,687,970	\$96,466,433	\$89,519,400	\$92,671,853
REVENUES LESS EXPENSES	\$3,850,087	-\$8,976,832	\$8,126,701	\$1,778,309

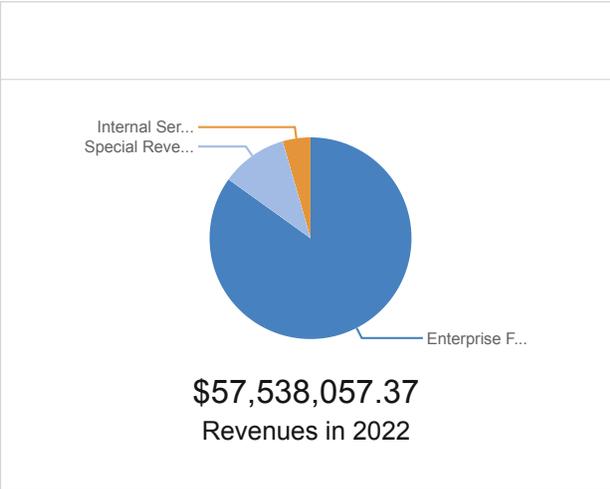
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$14,076,886	\$39,798,625	\$47,763,385	\$43,251,824
Service Charges	\$33,843,335	\$33,278,800	\$37,506,830	\$38,496,545
Taxes, Fees, & Fines	\$5,517,870	\$5,249,658	\$6,323,281	\$6,677,484
Internal Charges	\$3,551,213	\$4,202,568	\$5,664,426	\$5,637,030
Revenues	\$936,427	\$2,025,450	\$9,600	\$9,600
Intergov-Fed and State	\$114,212	\$2,773,600	\$23,279	\$23,279
Use Of Money & Prpty	-\$551,884	\$160,900	\$355,300	\$354,400
Intergov- Local	\$50,000	\$0	\$0	\$0
TOTAL	\$57,538,057	\$87,489,601	\$97,646,101	\$94,450,162

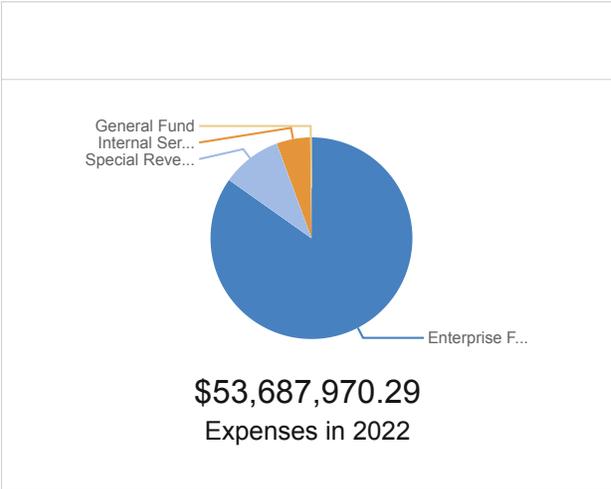
Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$43,775,033	\$75,310,665	\$74,044,842	\$76,801,576
Capital Equip & Projects	\$1,622,663	\$9,594,216	\$2,700,000	\$2,550,000
Salaries	\$2,352,275	\$3,843,622	\$3,549,197	\$3,725,830
Special Projects	\$1,542,801	\$2,672,693	\$2,808,287	\$2,870,157
Transfers	\$1,479,477	\$1,903,915	\$2,760,000	\$2,610,000
Benefits	\$1,765,650	\$1,366,311	\$1,680,649	\$1,732,631
Allocated Costs	\$857,991	\$933,766	\$1,105,044	\$1,141,269
Debt Service	\$192,100	\$408,928	\$585,718	\$946,298
Non-Capital Equipment	\$99,981	\$432,318	\$285,663	\$294,093
TOTAL	\$53,687,970	\$96,466,433	\$89,519,400	\$92,671,853

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DEATIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$48,862,487	\$73,772,920	\$85,822,604	\$82,324,652
Special Revenue Funds	\$6,103,933	\$11,045,513	\$8,747,071	\$8,926,480
Internal Services Funds	\$2,571,637	\$2,671,168	\$3,076,426	\$3,199,030
TOTAL	\$57,538,057	\$87,489,601	\$97,646,101	\$94,450,162

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$45,530,046	\$73,926,285	\$77,179,818	\$80,463,434
Special Revenue Funds	\$5,142,223	\$19,291,629	\$9,145,355	\$8,901,347
Internal Services Funds	\$2,902,122	\$3,173,275	\$3,194,226	\$3,307,072
General Fund	\$113,579	\$75,245	\$0	\$0
TOTAL	\$53,687,970	\$96,466,433	\$89,519,400	\$92,671,853

Enterprise Fund Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Solid Waste Fund	\$34,141,048	\$34,272,920	\$38,162,021	\$39,175,630
SB Clean Energy	\$14,721,439	\$39,500,000	\$47,660,583	\$43,149,022
TOTAL	\$48,862,487	\$73,772,920	\$85,822,604	\$82,324,652

Enterprise Fund Expense Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Solid Waste Fund	\$29,508,603	\$34,958,987	\$38,205,773	\$38,990,831
SB Clean Energy	\$16,021,443	\$38,967,298	\$38,974,045	\$41,472,603
TOTAL	\$45,530,046	\$73,926,285	\$77,179,818	\$80,463,434

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

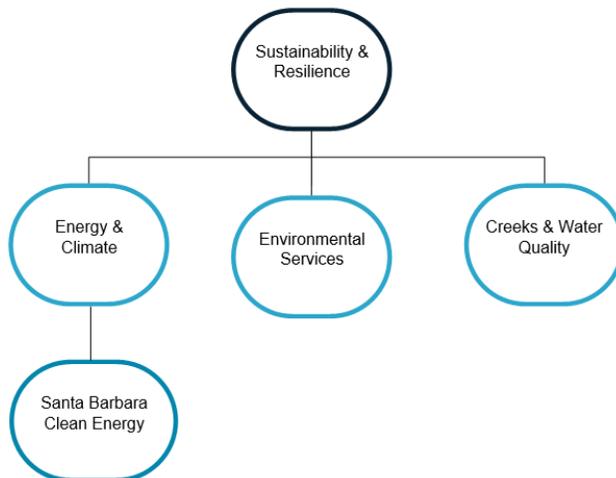
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City’s culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Expand the Environmental Services Community Reporting Platform to increase opportunities for community to engage on S&R topics	Expand platform to incorporate at least one more reporting or engagement topic from one of the S&R Divisions.	Numeric Value	1.00
Organizational Optimization	Collaborate across the City organization to increase mutual understanding of the SR’s Department’s role in supporting a sustainable, healthy, and thriving Santa Barbara	Establish one or more regular (annually at minimum) meetings with representatives from each of the 15 City departments to bilaterally learn about sustainability work happening throughout the organization, assess support needs from SR department, and look for collaborative opportunities. Minimum of 10 meetings (with some departments being combined).	Numeric Value	10.00
Organizational Optimization	Align the S&R Divisions in order to maximize impact on the City Organization and the Community	Design and Create the Community Engagement Division to support the three other operational S&R Divisions and enhance community engagement	Percent	100.00
Organizational Optimization	Align the S&R Divisions in order to maximize impact on the City Organization and the Community	Include a topic-specific presentation to all all-hands meetings to improve cross-divisional understanding of our work (11 total presentations)	Numeric Value	11.00
Thriving Workforce	Create a cross training program within the department to enhance professional development, create pathways for growth, and improve customer service	Conduct a survey of S&R Staff to assess success and satisfaction of cross training program. Achieve 100% Response rate and 80% satisfaction. Include opportunity to provide suggestions for improvement/options going forward in the survey.	Percent	100.00
Thriving Workforce	Create a cross training program within the department to enhance professional development, create pathways for growth, and improve customer service	Create a menu of cross training options for staff, such as job shadowing, in the field experience, classes, conferences, and other opportunities.	Percent	100.00
				322.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Sustainability & Resilience Administration
- Solid Waste
- Energy & Climate
- Santa Barbara Clean Energy
- Creeks & Water Quality
- Work Trip
- Street Sweeping



SUSTAINABILITY ADMINISTRATION

General Administration of Sustainability & Resilience Department

PROGRAM ACTIVITIES

General Administration of Sustainability & Resilience Department

Grant Management

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
S&R-Administration	0.75	0.75	0.00	0.00
FTE COUNT	0.75	0.75	0.00	0.00

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Expenses	\$113,579	\$75,245	\$0	\$0
REVENUES LESS EXPENSES	-\$113,579	-\$75,245	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$18,790	\$75,245	\$0	\$0
Salaries	\$64,299	\$0	\$0	\$0
Benefits	\$25,490	\$0	\$0	\$0
Special Projects	\$5,000	\$0	\$0	\$0
TOTAL	\$113,579	\$75,245	\$0	\$0



SOLID WASTE

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.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
S&R-Solid Waste Program	10.20	10.20	10.30	10.30
FTE COUNT	10.20	10.20	10.30	10.30

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$7,012,700	\$5,242,155	\$5,559,968	\$5,792,704
Expenses	\$3,272,783	\$5,888,222	\$5,563,720	\$5,724,472
REVENUES LESS EXPENSES	\$3,739,917	-\$646,067	-\$3,752	\$68,232

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$6,714,987	\$4,223,035	\$4,854,777	\$5,063,619

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$176,554	\$532,947	\$523,124	\$547,318
Other Revenues	\$273,864	\$286,223	\$28,488	\$28,488
Revenues	\$0	\$155,450	\$9,600	\$9,600
Use Of Money & Prpty	-\$196,155	\$44,500	\$120,700	\$120,400
Intergov-Fed and State	\$23,211	\$0	\$23,279	\$23,279
Internal Charges	\$20,239	\$0	\$0	\$0
TOTAL	\$7,012,700	\$5,242,155	\$5,559,968	\$5,792,704

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$753,420	\$1,697,496	\$1,372,826	\$1,367,322
Salaries	\$968,455	\$1,239,182	\$1,350,159	\$1,440,293
Special Projects	\$738,177	\$1,366,410	\$1,277,024	\$1,304,782
Allocated Costs	\$483,067	\$542,196	\$634,347	\$652,622
Benefits	\$181,510	\$574,584	\$633,684	\$654,952
Non-Capital Equipment	\$96,207	\$394,960	\$222,263	\$230,693
Transfers	\$51,946	\$50,973	\$50,000	\$50,000
Debt Service	\$0	\$22,420	\$23,417	\$23,808
TOTAL	\$3,272,783	\$5,888,222	\$5,563,720	\$5,724,472



CREEK RESTORATION AND WATER QUALITY IMPROVEMENT

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.

STAFFING INFORMATION

S&R - Creeks

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PR-Creek Rest/Wtr Quality Pgm	8.98	8.98	9.80	9.80
FTE COUNT	8.98	8.98	9.80	9.80

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$6,103,933	\$6,495,513	\$8,747,071	\$8,926,480
Expenses	\$5,142,223	\$14,741,629	\$9,145,355	\$8,901,347
REVENUES LESS EXPENSES	\$961,710	-\$8,246,116	-\$398,284	\$25,133

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$5,341,316	\$4,716,711	\$5,800,157	\$6,130,166

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$1,047,446	\$1,650,000	\$2,700,000	\$2,550,000
Use Of Money & Prpty	-\$355,802	\$116,400	\$234,600	\$234,000
Other Revenues	\$20,973	\$12,402	\$12,314	\$12,314
Intergov- Local	\$50,000	\$0	\$0	\$0
TOTAL	\$6,103,933	\$6,495,513	\$8,747,071	\$8,926,480

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$1,482,047	\$9,483,905	\$2,700,000	\$2,550,000
Transfers	\$1,326,661	\$1,852,507	\$2,710,000	\$2,560,000
Supplies & Services	\$694,681	\$1,546,100	\$1,533,211	\$1,519,711
Salaries	\$882,091	\$1,004,444	\$1,225,992	\$1,273,106
Benefits	\$443,470	\$482,076	\$576,265	\$592,906
Allocated Costs	\$298,594	\$317,150	\$310,688	\$321,424
Non-Capital Equipment	\$3,128	\$27,887	\$63,100	\$63,100
Special Projects	\$1,610	\$16,560	\$15,100	\$10,100
Debt Service	\$9,942	\$11,000	\$11,000	\$11,000
TOTAL	\$5,142,223	\$14,741,629	\$9,145,355	\$8,901,347



SANTA BARBARA CLEAN ENERGY

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.

Pursue funding opportunities for energy and climate related programs.

Represent the City's interests in the California Choice Energy Authority JPA.

Manage the Community Choice Energy Council Subcommittee.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
S&R-SB Clean Energy	1.10	1.10	2.65	2.65
FTE COUNT	1.10	1.10	2.65	2.65

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$14,721,439	\$39,500,000	\$47,660,583	\$43,149,022
Expenses	\$16,021,443	\$38,967,298	\$38,974,045	\$41,472,603
REVENUES LESS EXPENSES	-\$1,300,004	\$532,702	\$8,686,538	\$1,676,419

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Other Revenues	\$13,782,048	\$39,500,000	\$47,660,583	\$43,149,022
Revenues	\$936,427	\$0	\$0	\$0
Internal Charges	\$2,891	\$0	\$0	\$0
Use Of Money & Prpty	\$73	\$0	\$0	\$0
TOTAL	\$14,721,439	\$39,500,000	\$47,660,583	\$43,149,022

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$14,644,482	\$37,366,257	\$36,501,796	\$38,595,341
Special Projects	\$786,612	\$1,097,719	\$1,362,663	\$1,381,775
Debt Service	\$182,158	\$311,368	\$511,301	\$871,490
Salaries	\$121,478	\$125,319	\$349,323	\$363,296
Benefits	\$272,772	\$52,291	\$178,419	\$184,785
Allocated Costs	\$13,941	\$14,344	\$70,543	\$75,916
TOTAL	\$16,021,443	\$38,967,298	\$38,974,045	\$41,472,603



ENERGY & CLIMATE

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

Design and implement innovative and forward thinking strategies to reduce greenhouse gas emissions in Santa Barbara.

Coordinate at a regional scale on energy and climate efforts.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
S&R-Energy & Climate Mgmt	4.10	4.10	4.50	4.50
FTE COUNT	4.10	4.10	4.50	4.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$2,571,637	\$7,221,168	\$2,768,235	\$2,890,839
Expenses	\$2,901,445	\$7,723,275	\$2,909,393	\$3,019,381
REVENUES LESS EXPENSES	-\$329,807	-\$502,107	-\$141,158	-\$128,542

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$2,480,636	\$2,552,568	\$2,718,235	\$2,840,839
Intergov-Fed and State	\$91,001	\$2,773,600	\$0	\$0
Revenues	\$0	\$1,870,000	\$0	\$0

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$0	\$25,000	\$50,000	\$50,000
Other Revenues	\$1	\$0	\$0	\$0
TOTAL	\$2,571,637	\$7,221,168	\$2,768,235	\$2,890,839

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$1,427,162	\$5,594,802	\$1,916,628	\$1,974,515
Salaries	\$315,951	\$1,474,677	\$566,276	\$589,530
Benefits	\$842,408	\$257,359	\$260,694	\$267,701
Special Projects	\$11,402	\$192,004	\$80,000	\$100,000
Allocated Costs	\$62,388	\$60,076	\$85,494	\$87,335
Capital Equip & Projects	\$140,616	\$110,310	\$0	\$0
Transfers	\$100,870	\$435	\$0	\$0
Debt Service	\$0	\$24,140	\$0	\$0
Non-Capital Equipment	\$646	\$9,471	\$300	\$300
TOTAL	\$2,901,445	\$7,723,275	\$2,909,393	\$3,019,381



STREET SWEEPING

Clean streets to improve community appearance and water quality in urban creeks.

PROGRAM ACTIVITIES

Mechanically sweep business and commercial area streets (primarily in the downtown and Milpas Street areas) regularly.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Residential Street Sweeping	0.80	0.80	0.00	0.00
PW-Comm'l Strt Sweeping	0.10	0.10	0.30	0.30
FTE COUNT	0.90	0.90	0.30	0.30

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,054,165	\$1,119,130	\$1,207,374	\$1,225,136
Expenses	\$1,076,105	\$1,155,616	\$1,304,769	\$1,383,000
REVENUES LESS EXPENSES	-\$21,941	-\$36,486	-\$97,394	-\$157,864

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Taxes, Fees, & Fines	\$661,489	\$714,000	\$714,000	\$714,000
Internal Charges	\$392,676	\$405,130	\$493,374	\$511,136
TOTAL	\$1,054,165	\$1,119,130	\$1,207,374	\$1,225,136

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$540,649	\$599,107	\$700,773	\$735,649
Transfers	\$372,420	\$382,510	\$401,636	\$421,717
Salaries	\$72,192	\$78,077	\$96,055	\$109,478
Benefits	\$47,406	\$49,484	\$59,262	\$66,996
Allocated Costs	\$43,439	\$44,439	\$44,942	\$46,955
Non-Capital Equipment	\$0	\$2,000	\$2,100	\$2,205
TOTAL	\$1,076,105	\$1,155,616	\$1,304,769	\$1,383,000



EMPLOYEE WORK TRIP

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 for employees.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
PW-Work Trip	0.50	0.50	0.50	0.50
FTE COUNT	0.50	0.50	0.50	0.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$288,000	\$304,322	\$0	\$0
Expenses	\$195,211	\$305,990	\$80,899	\$84,636
REVENUES LESS EXPENSES	\$92,788	-\$1,668	-\$80,899	-\$84,636

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$241,768	\$242,322	\$0	\$0
Other Revenues	\$46,232	\$62,000	\$0	\$0
TOTAL	\$288,000	\$304,322	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$47,538	\$53,053	\$54,476	\$57,199
Supplies & Services	\$93,166	\$117,430	\$0	\$0
Special Projects	\$30,320	\$97,500	\$0	\$0
Benefits	\$23,590	\$25,058	\$26,423	\$27,437
Allocated Costs	\$598	\$12,949	\$0	\$0
TOTAL	\$195,211	\$305,990	\$80,899	\$84,636



WATERFRONT

Provide the community with a quality Waterfront for recreation and commercial use, along with mooring and landside services for boating and nautical activities.

ABOUT THE 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.

The Waterfront Department is budgeted in the Waterfront Fund.

DEPARTMENT FINANCIAL & STAFFING SUMMARY

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$19,203,067	\$20,262,599	\$20,687,270	\$21,095,450
Expenses	\$14,041,014	\$26,464,038	\$20,608,478	\$21,436,236
REVENUES LESS EXPENSES	\$5,162,053	-\$6,201,439	\$78,792	-\$340,786

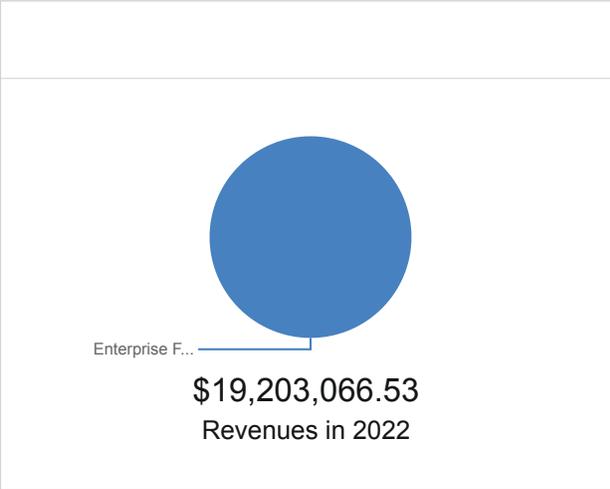
Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$11,008,926	\$10,647,895	\$11,637,270	\$11,917,950
Use Of Money & Prpty	\$6,079,402	\$5,611,516	\$6,613,000	\$6,743,950
Internal Charges	\$1,615,222	\$3,100,000	\$1,650,000	\$1,635,000
Other Revenues	\$462,513	\$783,220	\$787,000	\$798,550
Intergov-Fed and State	\$37,003	\$119,967	\$0	\$0
TOTAL	\$19,203,067	\$20,262,599	\$20,687,270	\$21,095,450

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$4,863,464	\$5,448,917	\$5,705,367	\$5,987,218
Supplies & Services	\$3,033,306	\$3,900,395	\$3,934,100	\$4,035,275
Benefits	\$1,671,306	\$2,848,854	\$2,636,800	\$2,744,181
Allocated Costs	\$1,837,559	\$2,166,486	\$2,667,267	\$2,968,075
Capital Equip & Projects	\$1,305,814	\$4,824,840	\$1,507,500	\$1,492,500
Debt Service	\$605,146	\$2,139,340	\$2,137,239	\$2,135,807
Transfers	\$436,852	\$3,100,000	\$1,650,000	\$1,635,000
Non-Capital Equipment	\$51,875	\$1,647,075	\$173,515	\$236,290
Special Projects	\$195,786	\$388,131	\$196,690	\$201,890
Other	\$39,903	\$0	\$0	\$0
TOTAL	\$14,041,014	\$26,464,038	\$20,608,478	\$21,436,236

DEPARTMENT REVENUES BY FUND



DEPARTMENT EXPENDITURES BY FUND



REVENUE & EXPENDITURE DETAIL BY FUND

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$19,203,067	\$20,262,599	\$20,687,270	\$21,095,450
TOTAL	\$19,203,067	\$20,262,599	\$20,687,270	\$21,095,450

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Enterprise Funds	\$14,041,014	\$24,964,038	\$20,608,478	\$21,436,236
Special Revenue Funds	\$0	\$1,500,000	\$0	\$0
TOTAL	\$14,041,014	\$26,464,038	\$20,608,478	\$21,436,236

CORE - 3

CORE (Performance Measurement Program)

The objective of CORE (City Outcomes Reaching for Excellence) is to provide a more streamlined and meaningful approach to success measurement. Departments will develop at least one goal for the pillars of Thriving Workforce, Organization Optimization, and Innovation. Performance measurements that speak directly to each goal will ensure we are working towards achieving the outcomes that are being envisioned for Vision 2030.

THRIVING WORKFORCE

- The goal of this pillar is to ensure the city is being properly staffed, employees feel valued and engaged, and the City becomes an employer of choice.

ORGANIZATIONAL OPTIMIZATION

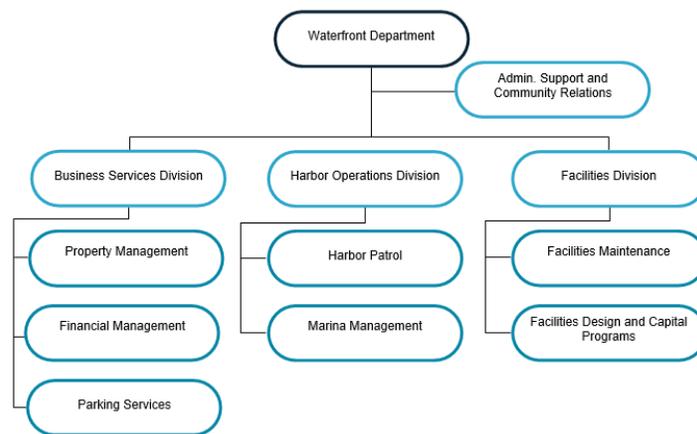
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

INNOVATION

- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

Pillar	Department Goal	Performance Measure	Unit of Measure	Target
Innovation	Utilize industry standard technologies to help improve workflows and customer experience.	Percentage of payments received by credit card or online platforms	Percent	100.00
Organizational Optimization	Ensure staffing, resources, and facilities are maintained at optimal levels to maintain expected level of service to the community within the Waterfront	Internally evaluate every staffing vacancy prior to recruitment to ensure the position adequately matches the needs of the Department and that there is sufficient long-term funding for the position.	Percent	100.00
Thriving Workforce	Maintain a work environment that values and fosters safety, employee engagement, and staff development	Percentage of staff completing safety training within 30-days of hire	Percent	100.00
Thriving Workforce	Maintain a work environment that values and fosters safety, employee engagement, and staff development	Percentage of staff having a one-on-one meeting with supervisor or manager at least every two weeks	Percent	100.00
				400.00

DEPARTMENT ORGANIZATIONAL CHART



PROGRAMS

- Waterfront Administration
- Waterfront Property Management
- Financial Management
- Parking Services
- Harbor Patrol
- Marina Management
- Facilities Design & Capital Programs
- Waterfront Facilities Maintenance



WATERFRONT ADMINISTRATION

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 which includes sponsored Waterfront events, published department communications, Navy and cruise ship visits, and sponsored public/media meetings.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Admin & Comm Relat	5.73	5.38	5.60	5.60
FTE COUNT	5.73	5.38	5.60	5.60

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$17,059	\$0	\$0	\$0
Expenses	\$1,744,108	\$3,352,560	\$3,739,761	\$4,070,810
REVENUES LESS EXPENSES	-\$1,727,049	-\$3,352,560	-\$3,739,761	-\$4,070,810

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$17,059	\$0	\$0	\$0
TOTAL	\$17,059	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Allocated Costs	\$1,520,018	\$1,845,793	\$2,230,447	\$2,518,493
Salaries	\$593,622	\$630,432	\$690,309	\$711,860
Supplies & Services	\$139,607	\$244,825	\$192,940	\$196,510
Benefits	-\$594,989	\$349,737	\$373,166	\$387,652
Debt Service	\$2,513	\$102,375	\$102,000	\$102,375
Special Projects	\$56,727	\$98,875	\$70,000	\$71,400

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Non-Capital Equipment	\$17,196	\$80,525	\$80,900	\$82,520
Transfers	\$9,414	\$0	\$0	\$0
TOTAL	\$1,744,108	\$3,352,560	\$3,739,761	\$4,070,810



WATERFRONT PROPERTY MANAGEMENT

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.

Develop and refine a marketing campaign and budget for Wharf and Harbor Merchants that maximizes exposure of Wharf and Harbor both locally and regionally.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Property Mgmt	1.55	1.25	1.55	1.55
FTE COUNT	1.55	1.25	1.55	1.55

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$6,749,711	\$6,134,786	\$6,999,500	\$7,140,650
Expenses	\$397,084	\$572,643	\$498,128	\$514,164
REVENUES LESS EXPENSES	\$6,352,627	\$5,562,143	\$6,501,372	\$6,626,486

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	\$6,428,254	\$5,492,316	\$6,360,000	\$6,491,550
Other Revenues	\$282,188	\$602,470	\$602,000	\$612,350
Service Charges	\$36,378	\$40,000	\$37,500	\$36,750
Internal Charges	\$2,891	\$0	\$0	\$0
TOTAL	\$6,749,711	\$6,134,786	\$6,999,500	\$7,140,650

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$115,577	\$337,187	\$193,035	\$196,900
Salaries	\$179,774	\$147,031	\$191,238	\$198,915
Benefits	\$94,904	\$81,898	\$102,220	\$106,393
Allocated Costs	\$6,830	\$6,528	\$11,635	\$11,956
TOTAL	\$397,084	\$572,643	\$498,128	\$514,164



FINANCIAL MANAGEMENT

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 600 monthly ACH accounts to facilitate automatic payments.

Send out approximately 450 e-statements per month.

Maintain all aspects of point-of-sale system.

Maintain all aspects of accounts receivable system.

Bill Slipholders for utilities.

Assist in selection and implementation of a new marina management software system that integrates web-based customer functionality, as well as combines the existing systems, for a more robust and easier to maintain software package to facilitate ongoing harbor operations.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Financial Mgmt	1.75	2.25	1.75	1.75
FTE COUNT	1.75	2.25	1.75	1.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	-\$322,139	\$112,700	\$243,200	\$242,700
Expenses	\$474,508	\$563,428	\$561,844	\$579,036
REVENUES LESS EXPENSES	-\$796,646	-\$450,728	-\$318,644	-\$336,336

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Use Of Money & Prpty	-\$327,921	\$112,700	\$243,200	\$242,700
Internal Charges	\$5,783	\$0	\$0	\$0
TOTAL	-\$322,139	\$112,700	\$243,200	\$242,700

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$188,336	\$209,636	\$251,610	\$256,650
Salaries	\$187,559	\$225,064	\$196,347	\$204,265
Benefits	\$91,957	\$121,111	\$102,019	\$105,961
Allocated Costs	\$6,655	\$7,618	\$11,868	\$12,160
TOTAL	\$474,508	\$563,428	\$561,844	\$579,036



WATERFRONT PARKING

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.

Upgrade outdated parking equipment, including gates and columns at Stearns Wharf and Harbor Lot. This project will be completed during Spring/Summer 2023.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Parking Svcs	4.10	4.25	4.10	4.10
FTE COUNT	4.10	4.25	4.10	4.10

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$3,697,272	\$3,480,825	\$3,925,000	\$4,002,500
Expenses	\$1,230,803	\$1,373,543	\$1,333,061	\$1,395,192
REVENUES LESS EXPENSES	\$2,466,469	\$2,107,282	\$2,591,939	\$2,607,308

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$3,672,377	\$3,480,825	\$3,925,000	\$4,002,500
Internal Charges	\$22,979	\$0	\$0	\$0
Other Revenues	\$1,917	\$0	\$0	\$0
TOTAL	\$3,697,272	\$3,480,825	\$3,925,000	\$4,002,500

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$792,942	\$835,528	\$864,426	\$909,972

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$196,972	\$217,899	\$213,991	\$221,481
Supplies & Services	\$148,695	\$206,703	\$161,040	\$167,570
Allocated Costs	\$71,654	\$70,618	\$68,604	\$70,670
Non-Capital Equipment	\$20,540	\$20,000	\$25,000	\$25,500
Capital Equip & Projects	\$0	\$22,796	\$0	\$0
TOTAL	\$1,230,803	\$1,373,543	\$1,333,061	\$1,395,192



HARBOR PATROL

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.

Provide guidance and design consultation for Patrol Boat 3 replacement.

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.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Hbr Patrol Sec & Enf	12.50	12.50	12.50	12.50
FTE COUNT	12.50	12.50	12.50	12.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$32,819	\$0	\$0	\$0
Expenses	\$2,819,809	\$3,030,547	\$2,921,575	\$3,032,746
REVENUES LESS EXPENSES	-\$2,786,990	-\$3,030,547	-\$2,921,575	-\$3,032,746

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$32,819	\$0	\$0	\$0
TOTAL	\$32,819	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$1,521,092	\$1,626,933	\$1,700,884	\$1,787,568

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Benefits	\$991,314	\$1,066,154	\$798,786	\$833,808
Supplies & Services	\$118,275	\$132,732	\$148,220	\$154,990
Special Projects	\$118,665	\$123,000	\$126,690	\$130,490
Allocated Costs	\$62,704	\$62,977	\$107,870	\$110,890
Non-Capital Equipment	\$7,759	\$18,750	\$39,125	\$15,000
TOTAL	\$2,819,809	\$3,030,547	\$2,921,575	\$3,032,746



MARINA MANAGEMENT

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.

Incorporate a new Marina Management Software System.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Marina Mgmt	2.50	3.50	2.50	2.50
FTE COUNT	2.50	3.50	2.50	2.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$7,490,048	\$7,307,820	\$7,859,770	\$8,064,900
Expenses	\$324,368	\$631,678	\$401,103	\$421,770
REVENUES LESS EXPENSES	\$7,165,680	\$6,676,143	\$7,458,667	\$7,643,130

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Service Charges	\$7,300,172	\$7,127,070	\$7,674,770	\$7,878,700
Other Revenues	\$178,409	\$180,750	\$185,000	\$186,200
Intergov-Fed and State	\$10,707	\$0	\$0	\$0

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$761	\$0	\$0	\$0
TOTAL	\$7,490,048	\$7,307,820	\$7,859,770	\$8,064,900

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Salaries	\$159,022	\$267,094	\$207,206	\$221,250
Benefits	\$110,004	\$146,388	\$121,778	\$126,971
Supplies & Services	\$39,516	\$67,275	\$49,880	\$50,880
Capital Equip & Projects	\$0	\$61,044	\$7,500	\$7,500
Special Projects	\$0	\$75,000	\$0	\$0
Allocated Costs	\$15,825	\$14,877	\$14,739	\$15,170
TOTAL	\$324,368	\$631,678	\$401,103	\$421,770



FACILITIES DESIGN & CAPITAL PROGRAMS

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.

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 other collaborative efforts.

Remodel the Harbor Patrol storage shed.

Replace Harbor Patrol Boat #3.

Replace Stearns Wharf Heavy Timber/Pile Project.

Ice House Renovation Project.

Remodel Leadbetter Beach restrooms.

AUTHORIZED POSITIONS

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Facil Design & Cap	2.50	1.50	1.50	1.50
FTE COUNT	2.50	1.50	1.50	1.50

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$1,497,767	\$3,226,467	\$1,659,800	\$1,644,700
Expenses	\$2,744,526	\$11,773,226	\$5,460,816	\$5,435,848
REVENUES LESS EXPENSES	-\$1,246,759	-\$8,546,759	-\$3,801,016	-\$3,791,148

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$1,492,402	\$3,100,000	\$1,650,000	\$1,635,000
Intergov-Fed and State	\$26,296	\$119,967	\$0	\$0
Use Of Money & Prpty	-\$20,931	\$6,500	\$9,800	\$9,700
TOTAL	\$1,497,767	\$3,226,467	\$1,659,800	\$1,644,700

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Capital Equip & Projects	\$1,305,814	\$4,741,000	\$1,500,000	\$1,485,000
Transfers	\$427,438	\$3,100,000	\$1,650,000	\$1,635,000
Debt Service	\$602,634	\$2,036,965	\$2,035,239	\$2,033,432
Non-Capital Equipment	\$0	\$1,500,000	\$0	\$0
Salaries	\$216,910	\$178,004	\$151,518	\$153,995
Benefits	\$111,350	\$99,136	\$87,311	\$90,581
Special Projects	\$20,394	\$91,256	\$0	\$0
Allocated Costs	\$11,795	\$10,915	\$20,538	\$21,140
Supplies & Services	\$8,286	\$15,950	\$16,210	\$16,700
Other	\$39,903	\$0	\$0	\$0
TOTAL	\$2,744,526	\$11,773,226	\$5,460,816	\$5,435,848



WATERFRONT FACILITIES MAINTENANCE

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.

Annual Stearns Wharf heavy timber & pile replacement.

Use tracking system to analyze preventive maintenance program effectiveness.

STAFFING INFORMATION

Authorized Positions

Program Name	FY2022	FY2023	FY2024	FY2025
FTE Count				
Waterfront-Financial Mgmt	1.75	2.25	1.75	1.75
FTE COUNT	1.75	2.25	1.75	1.75

FINANCIAL INFORMATION

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Revenues	\$40,529	\$0	\$0	\$0
Expenses	\$4,305,808	\$5,166,413	\$5,692,191	\$5,986,669
REVENUES LESS EXPENSES	-\$4,265,279	-\$5,166,413	-\$5,692,191	-\$5,986,669

Revenue Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Internal Charges	\$40,529	\$0	\$0	\$0
TOTAL	\$40,529	\$0	\$0	\$0

Expenditure Detail

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
Supplies & Services	\$2,275,015	\$2,686,087	\$2,921,165	\$2,995,075
Salaries	\$1,212,543	\$1,538,834	\$1,703,440	\$1,799,394
Benefits	\$669,793	\$766,531	\$837,530	\$871,334
Allocated Costs	\$142,078	\$147,160	\$201,566	\$207,596
Non-Capital Equipment	\$6,380	\$27,800	\$28,490	\$113,270

	FY 2022 Actuals	FY 2023 Projected	FY 2024 Budget	FY 2025 Budget
TOTAL	\$4,305,808	\$5,166,413	\$5,692,191	\$5,986,669



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

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 street-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.

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.

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

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 cost 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.

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.



LEGAL REQUIREMENTS & 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.

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:

- Budget preparation and analysis will be for two years, occurring in the fiscal year immediately preceding the two-year cycle.
- 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.
- 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 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.

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:

1. Changes to the two-year financial plan approved at mid-cycle.
2. Any changes to the City Administrator's second year recommendations.
3. The progress of the City Council's two-year goals and action plan.
4. 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.



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:

- 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.



BUDGET CALENDAR

MEETING	DATE	BUDGET AGENDA ITEM(S)
SPECIAL BUDGET WORK SESSION	Thursday, March 9, 2023 2:00 p.m. – 5:00 p.m. Carrillo Recreation Center	<ul style="list-style-type: none"> Overview of City fund structure, enterprise, and ICS funds Vision 2030 Major economic indicators General Fund multi-year forecast and budget balancing considerations
FINANCE COMMITTEE	Tuesday, April 11, 2023 12:30 p.m. – 1:30 p.m.	Notice of Prop. 218 Hearing on Proposed Increases to Solid Waste Rates
REGULAR CITY COUNCIL MEETING	Tuesday, April 18, 2023 2:00 p.m. – 5:00 p.m.	<ul style="list-style-type: none"> Filing of the Recommended Budget for Fiscal Years 2024 & 2025 Schedule of Special Budget Work Sessions and Public Hearings Approved Overview of Recommended Budget General Fund Balancing Strategy
FINANCE COMMITTEE	Tuesday, May 2, 2023 12:00 p.m. – 1:30 p.m.	<ul style="list-style-type: none"> General Fund departmental proposed fee changes
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #1	Wednesday, May 3, 2023 8:30 a.m. – 12:00 pm	<u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> Airport
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #2	Wednesday, May 3, 2023 1:00 p.m. – 5:00 p.m.	<u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> Police Fire
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #3	Friday, May 5, 2023 1:00 p.m. – 5:00 p.m.	<u>Department Budget Presentation for:</u> <ul style="list-style-type: none"> Sustainability & Resilience Waterfront Library
FINANCE COMMITTEE	Tuesday, May 9, 2023 12:00 p.m. – 1:30 p.m.	<ul style="list-style-type: none"> Enterprise Fund departmental proposed fee changes
FINANCE COMMITTEE	Tuesday, May 16, 2023 12:30 p.m. – 1:45 p.m.	<u>Recommendations to the City Council</u> <ul style="list-style-type: none"> General Fund Taxes and Revenue Assumptions Follow up on items requested by Finance Committee Staff recommended and other changes
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #4	Monday, May 22, 2023 1:00 p.m. – 5:00 pm	<u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> City Administrator's Office Mayor & Council City Attorney Human Resources Finance
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #5	Wednesday, May 24, 2023 9:00 a.m. – 12:00 p.m.	<u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> Community Development Information Technology
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #6	Thursday, May 25, 2023 9:00 a.m. – 12:00 p.m.	<u>Department Budget Presentation for:</u> <ul style="list-style-type: none"> Parks & Recreation
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #7	Wednesday, May 31, 2023 9:00 a.m. – 12:00 p.m.	<u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> Public Works Water and Wastewater Fee Changes Capital (General Fund & Measure C)
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #8	Monday, June 5, 2023 2:30 p.m. – 6:00 p.m.	<u>Department Budget Presentations for:</u> <ul style="list-style-type: none"> IF NEEDED
REGULAR CITY COUNCIL MEETING	Tuesday, June 6, 2023 2:00 p.m. – 5:00 p.m.	<ul style="list-style-type: none"> Prop. 218 Hearing on Proposed Increases to Solid Waste Rates
SPECIAL BUDGET WORK SESSION AND PUBLIC HEARING #9	Wednesday, June 7, 2023 6:00 p.m. – 9:00 p.m.	<ul style="list-style-type: none"> Finance Committee Budget Recommendations to Council Council Budget Deliberations Final Council Budget Direction to Staff Planned Close of Budget Hearings (unless additional Work Sessions needed)
REGULAR CITY COUNCIL MEETING	Tuesday, June 13, 2023 2:00 p.m. – 5:00 p.m.	<ul style="list-style-type: none"> City Council Budget Adoption



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 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 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.

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.



LIST OF ACRONYMS

ACRONYM	DEFINITION
A-OK!	After-School Opportunities for Kids!
ABC	Alcoholic Beverage Control
ABOP	Anti-freeze, Batteries, Oil and Paint
ABR	Architectural Board of Review
ACCEL	Authority of California Cities Excess Liability
ADA	Americans with Disabilities Act
AED	Electronic External Defibrillator
AF	Acre Feet
AFP	Aviation Facilities Plan
ALP	Adult (and Family) Literacy Program
AOA	Airfield Operations Area
A/P	Accounts Payable
APWA	American Public Works Association
ARFF	Aircraft Rescue and Firefighting
ARRA	American Recovery and Reinvestment Act
ATP	Active Transportation Program
BAP	Business Activity Permit
BFI	Browning-Ferris Industries (subsidiary of Allied Waste Industries, Inc.)
BLS	Basic Life Support
BMPs	Best Management Practices
BPO	Blanket Purchase Order
C3H	Central Coast Collaborative on Homelessness
C&D Recycling	Construction and demolition recyclable waste
CA-DHS	California Department of Health Services
CAD	Computer Aided Dispatch System
CAFR	Comprehensive Annual Financial Report
CAL-ID	State of California's automated fingerprinting identification system
CalPERS	California Public Employee Retirement System
CAPER	Consolidated Annual Performance Report
CARB	California Air Resources Board
CCC	Combined Communications Center
CCRB	Cachuma Conservation Release Board
CCTV	Closed Circuit Television
CCWA	Central Coast Water Authority
CDBG	Community Development Block Grant
CDE	Community Disaster Education
CEQA	California Environmental Quality Act
CERT	Citizens Emergency Response Training
CFC	Customer Facility Charge
CHDO	Community Housing Development Organization Capital Improvement Program
CIP	Criminal Impact Team
CLA	City Leadership Academy
CLETS	California Law Enforcement Telecommunications System
CMMS	Computerized Maintenance Management System
COMB	Cachuma Operations and Management Board
CO	Change Orders
COP	Citizen-Oriented Policing
COPS	Community Oriented Problem Solving
CPI	Consumer Price Index

CPUC	California Public Utilities Commission
CSMFO	California Society of Municipal Finance Officers
CSO	Community Services Officer
CVRA	California Voting Rights Act of 2001
CWGCB	California Water Quality Control Board
DA	District Attorney
D.A.R.E.	Drug Awareness Resistance Education
DART	Development Activity Review Team (Community Development Department)
DOJ	Development Application Review Team Department of Justice
DPA	Development Plan Agreement
DUI	Driving Under the Influence
EEWPT	El Estero Wastewater Treatment Plant
EIR	Environmental Impact Report
EMLAP	Employee Mortgage Loan Assistance Program Environmental Laboratory Accreditation Program
EMD	Emergency Medical Dispatch
ENF	Enforcement
EOC	Emergency Operations Center
EEWWTP	El Estero Treatment Wastewater Treatment Plant
EPA	Environmental Protection Agency
EPCR	Electronic Patient Care Reporting
ERAF	Educational Revenue Augmentation Fund
EV	Electric Vehicle
FAA	Federal Aviation Administration
FAR	Federal Aviation Regulation
FBI	Federal Bureau of Investigation
FMDSS	Financial Management Decision Support System
FMLA	Family and Medical Leave Act
FMS	Financial Management System
FOG	Fats, Oils and Grease
FTE	Full-time Equivalent Job Position
FY	Fiscal Year
FYE	Fiscal Year End
GA	General Aviation
GAAP	Generally Accepted Accounting Principles
GASB 34	Governmental Accounting Standards Board Statement No. 34
GASB	Governmental Accounting Standards Board
GFOA	Government Finance Officers' Association
GIS	Geographical Information Systems
GOA	Gone on Arrival
GPU	General Plan Update
GREAT	Gang Resistance Education and Training
GW	Groundwater
HBRR	Federal Highway Bridge Replacement and Rehabilitation funds
HD	High Definition
HHW	Hazardous Household Waste
HLC	Historic Landmarks Commission
HOME	Federal Home Investment Partnership Program
HOPE	Habitual Offender Parking Enforcement
HUD	Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning

ICS	Intra-City Services
IFT	Infrastructure Financing Taskforce
IIPP	Injury and Illness Prevention Program
IOD	Injury on Duty
IPM	Integrated Pest Management
ICPMS	Inductively Coupled Plasma Mass Spectroscopy
ISA	Integrated Scanning of America
IMS	Imaging Management System
IU	Industrial Users
IWP	Industrial Waste Pretreatment
JPA	Joint Powers Authority
LAIF	Local Agency Investment Fund
LDT	Land Development Team
LEA	Local Enforcement Agency
LEAP	Learning for Excellence & Achievement Program
LED	Light-Emitting Diode
LEED	Leadership in Energy and Environmental Design
LID	Low Impact Development
LIMS	Laboratory Information Management System
LTF	Local Task Force on Solid Waste
LUFT	Leaking Underground Fuel Tank
LUP	Land Use Plan
MAPS	Mapping Analysis and Printing Services
MDC	Mobile Data Computer
MDT	Mobile Data Terminals
MEA	Master Environmental Assessment
MHA	Mental Health Association
MJS	Multi-Jurisdictional
SWTG	Solid Waste Task Group
MOXI	Museum of Exploration + Innovation
MRE	Mobile Reporting Equipment
MRF	Materials Recovery Facility
MTD	Metropolitan Transit District
MOU	Memorandum of Understanding
MtCO ₂ e	Million metric tons of carbon dioxide equivalent
MUR	Multi-Unit Residential
NEPA	National Environmental Policy Act
NET	Nightlife Enforcement Team
NIMS	National Incident Management System
NITF	Neighborhood Improvement Task Force
NOV	Notice of Violation
NPDES	National Pollution Discharge Elimination System
NPO	Neighborhood Preservation Ordinance
NZO	New Zoning Ordinance
OGTP	Ortega Groundwater Treatment Plant
OSH	Occupational Safety and Health
OSHA	Occupational Safety and Health Administration
P3	Paradise Performance Program
PAF	Personnel Action Form
PAL	Police Activities League

PARC	Parks & Recreation Comm. Foundation
PBIA	Parking and Business Improvement Area (Assessment)
PC	Planning Commission
PCD	Program Criteria Document
PEM	Proposed Evaluatory Monitoring
PIO	Public Information Officer
PERS	Public Employee Retirement System
PFC	Passenger Facility Charge
PlanSB	General Plan Update
PLHA	Permanent Local Housing Allocation
PLF	Public Library Fund
PM	Planned Maintenance
PO	Purchase Orders
POST	Police Officers' Standards & Training
PPE	Personal Protective Equipment
PQI	Pavement Quality Index
PRT	Pre-Application Review Team
PSA	Public Service Announcement
PSR	Project Study Report
PUC	Public Utilities Commission
RACS	Records, Archives, and Clerical Services
RAP	Recreation After-School Program
RDA	Redevelopment Agency
RFP	Request for Proposal
RFQ	Request for Qualifications
RMS	Records Management System
ROPS	Reorganized Obligation Payment Schedule
RRP	Resource Recovery Project
CRWQCB	California Regional Water Quality Control Board
SAN	Storage Area Network
SBA	Santa Barbara Airport
SBAPCD	Santa Barbara Air Pollution Control District
SBCAG	Santa Barbara County Association of Governments
SBCPA	Santa Barbara Center for the Performing Arts
SBCVB	Santa Barbara Conference and Visitor's Bureau
SBMC	Santa Barbara Municipal Code
SBPD	Santa Barbara Police Department
SBPL	Santa Barbara Public Library
SBSC	Santa Barbara Swim Club
SCADA	Supervisory Control and Data Acquisition
SCE	Southern California Edison
SCEEP	South Coast Energy Efficiency Partnership
SCORE	Service Corps of Retired Executives
SD	Standard Definition
SEIU	Service Employee International Union (Local 620)
SEMS	Standardized Emergency Management System
SFDB	Single Family Design Board
SHO	Staff Hearing Officer
SHO	Serious Habitual Offender
SIDA	Security Identification Display Area

SLIP	Sewer Lateral and Inspection Program
SMS	(Microsoft) Software Management System
SMU	Site Mitigation Unit
SOP	Standard Operating Procedures
SRF	State Revolving Loan
SS	Sole Source
SSO	Sanitary Sewer Overflow
STEAM	Science, Technology, Engineering, the Arts and Math
STIP	State Transportation Improvement Project funds
SWPPP	Storm Water Pollution Prevention Plan
SWITRS	Statewide Integrated Traffic Records System
TACT	Total Awareness Cross Training
TBID	Tourism Business Improvement District
TBRA	Tenant Based Rental Assistant
TDA	Transportation Development Act
TOT	Transient Occupancy Tax
TSA	Transportation Security Administration
TTD	Temporary Total Disability
UP	Union Pacific Railroad
USGS	U.S. Geological Services
USPS	United States Postal Service
UST	Underground Storage (Fuel) Tanks
UUAD	Underground Utility Assessment District
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

RESOLUTION NO. 23-077

A RESOLUTION OF THE COUNCIL OF THE CITY OF
SANTA BARBARA ESTABLISHING THE CITY'S
APPROPRIATION LIMITATION FOR FISCAL YEAR
2024

WHEREAS, Section 7900 of the Government Code, added by Chapter 220 of the Statutes of 1980, Division 9, provides for the effective and efficient implementation of Article XIII B of the California Constitution; and

WHEREAS, Section 7910 requires each local government to establish its appropriations limit each year pursuant to Article XIII B of the California Constitution; and

WHEREAS, in 1990, the voters of California adopted Proposition 111 which amended Article XIII B of the California Constitution; and

WHEREAS, among the changes implemented by Proposition 111 are adjustments to the growth factors used to calculate the annual appropriation limit; and

WHEREAS, Proposition 111 requires that the City annually choose, by a recorded vote of the City Council, which growth factors to use in calculating the annual appropriations limit; and

WHEREAS, Proposition 111 establishes Fiscal Year 1986-87 as the base year for calculating the annual Appropriation Limit and permits the City to re-establish the annual Appropriation Limit for all succeeding years based upon the new growth factors; and,

WHEREAS, a resolution establishing the annual appropriations limit is to be adopted at a regularly scheduled meeting of the City Council.

NOW, THEREFORE, be it resolved by the Council of the City of Santa Barbara as follows:

Section 1. The Council of the City of Santa Barbara elects to use the change in California per capita income as the cost of living adjustment factor and the annual population change for the County of Santa Barbara as the population adjustment factor.

Section 2. The appropriations limit for the fiscal year 2024 is hereby set at \$176,743,884, as detailed in the attached Exhibit, which is hereby made a part of this Resolution.

Section 3. The City reserves the right to adjust or amend the appropriations limit based upon the use of alternative growth factors as authorized by Proposition 111 if such changes or revisions would result in a more advantageous appropriation limit, now or in the future.

Section 4. Notice is hereby given that any judicial action or proceeding to attack, review, set aside, void, or annul this action shall be commenced within 45 days of the effective date of this resolution.

**CITY OF SANTA BARBARA
Annual Appropriations Subject to Gann Limit
Fiscal Year 2024**

Appropriations Subject to Limitation

Fiscal year 2023 adopted revenues		\$ 204,308,683
Less:		
Nonproceeds of tax		(57,145,326)
Qualified Capital Outlay		(7,387,000)
Federal Mandates:		
Medicare	(1,165,520)	
FLSA - Fire Department	(278,447)	(1,443,967)
Plus: User fees in excess of costs		-
Total Appropriations Subject to Limitation		\$ 138,332,389

Appropriation Limit

Fiscal year 2023 appropriation limit, adopted		170,939,464
A. Inflation adjustment, CPI	1.0444	
B. Population adjustment	0.9900	
Change factor (A X B)	1.0340	
Increase in appropriation limit		5,804,420
Fiscal year 2024 appropriation limit		\$ 176,743,884

