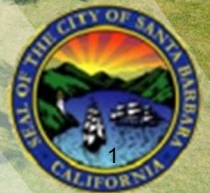


**CITY OF SANTA BARBARA, CA**

# **Adopted Operating and Capital Budget for Fiscal Year 2025**

Addendum to the Two-Year  
Financial Plan for Fiscal  
Years 2024 and 2025





# Fiscal Year 2025 Adopted 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.

## [Adopted Consolidated Fiscal Year 2025 Fee Schedule](#)

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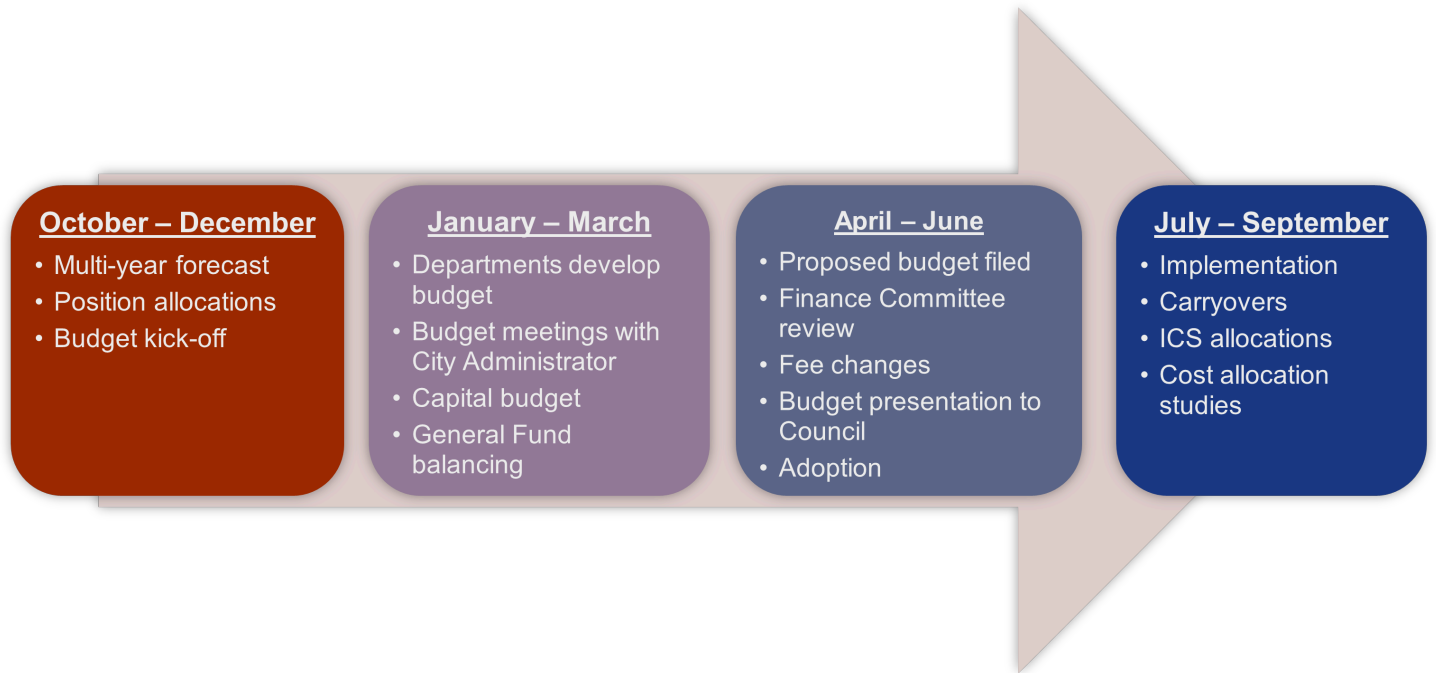
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# Budget Process

Fiscal Year 2025 Mid-Cycle Operating & Capital Budget



## The Budget Process

### 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, Information Technology and Public Works departments 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.

The Master Fee Schedule is posted to the City's website, including proposed fee changes.

### ***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, including the master fee schedule, 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 Calendar

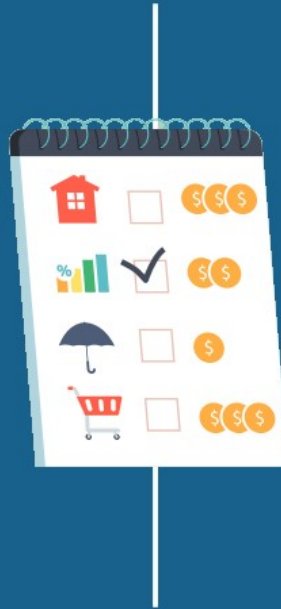
| Meeting                      | Date   | Budget Agenda Item(s) and Associated Links   |
|------------------------------|--|--|
| City Council Retreat         | Thursday, November 30, 2023                          | Budget Hearing Schedule <ul style="list-style-type: none"> <li>• <a href="#">Council Agenda Report</a></li> <li>• <a href="#">Presentation</a></li> </ul>  |
| Finance Committee Meeting    | Tuesday, February 27, 2024<br>12:00 p.m. - 1:00 p.m. | Notice of Prop. 218 Hearing on Water & Wastewater Rates:<br>Revenue Requirement <ul style="list-style-type: none"> <li>• <a href="#">Finance Committee Agenda Report</a></li> <li>• <a href="#">Video</a></li> <li>• <a href="#">Presentation</a></li> </ul>   |
| Regular City Council Meeting | Tuesday, February 27, 2024<br>2:00 p.m. - 5:00 p.m.  | Water & Wastewater Rates: Preliminary Rate Study Findings <ul style="list-style-type: none"> <li>• <a href="#">Council Agenda Report</a></li> <li>• <a href="#">Video</a></li> <li>• <a href="#">Presentation</a></li> </ul>   |
| Special Budget Worksession   | Tuesday, March 5, 2024<br>9:00 a.m. - 1:00 p.m.      | FY2025 Budget Work Session <ul style="list-style-type: none"> <li>• Overview of Objectives &amp; Priorities</li> <li>• Budgetary Challenges &amp; Vision 2030</li> <li>• Budget Process &amp; Calendar</li> <li>• General Fund Multi-Year Forecast</li> <li>• Department Priorities</li> <li>• <a href="#">Council Agenda Report</a></li> <li>• <a href="#">Video</a></li> <li>• <a href="#">Presentation</a></li> </ul> |
| Finance Committee Meeting    | Tuesday, April 9, 2024<br>12:00 p.m. - 1:00 p.m.     | Water, Wastewater, & Solid Waste Rates <ul style="list-style-type: none"> <li>• <a href="#">Finance Committee Agenda Report</a></li> <li>• <a href="#">Video</a></li> <li>• <a href="#">Presentation</a></li> </ul>  |
| Regular City Council Meeting | Tuesday, April 9, 2024<br>2:00 p.m. - 5:00 p.m.      | Water, Wastewater, & Solid Waste Rates <ul style="list-style-type: none"> <li>• <a href="#">Council Agenda Report</a></li> <li>• <a href="#">Video</a></li> <li>• <a href="#">Presentation</a></li> </ul>  |
| Regular City Council Meeting | Tuesday, April 23, 2024<br>2:00 p.m. - 5:00 p.m.     | Filing of the Recommended Operating & Capital Budget for Fiscal Year 2025 <ul style="list-style-type: none"> <li>• Schedule of Budget Work Sessions &amp; Public Hearings Approved</li> <li>• Overview of Recommended Budget</li> <li>• <a href="#">Council Agenda Report</a></li> <li>• <a href="#">Video</a></li> </ul>  |

|                              |   |   |
|------------------------------|---|---|
|                              |   | <ul style="list-style-type: none"> <li>• <b>Presentation</b></li> </ul>   |
| Finance Committee            | Tuesday, April 30, 2024<br>12:00 p.m. - 1:00 p.m. | Downtown Parking Rate Restructure Proposal <ul style="list-style-type: none"> <li>• <b>Finance Committee Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul>  |
| Finance Committee            | Tuesday, May 7, 2024<br>12:00 p.m. - 1:00 p.m.    | Overview of Recommended Operating & Capital Budget for Fiscal Year 2025 <ul style="list-style-type: none"> <li>• <b>Finance Committee Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul>             |
| Regular City Council Meeting | Tuesday, May 14, 2024<br>2:00 p.m. - 5:00 p.m.    | General Fund & related Capital Budget Presentation <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul>  |
| Special City Council Meeting | Wednesday, May 15, 2024<br>1:00 p.m. - 5:00 p.m.  | Downtown Parking Fund <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul>   |
| Regular City Council Meeting | Tuesday, May 21, 2024<br>2:00 p.m. - 5:00 p.m.    | Enterprise Fund, Internal Services Funds, Special Funds & related Capital Budget Presentation <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul> |
| Regular City Council Meeting | Tuesday, June 4, 2024<br>2:00 p.m. - 5:00 p.m.    | Budget Deliberations <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul>  |
| Regular City Council Meeting | Tuesday, June 11, 2024<br>2:00 p.m. - 5:00 p.m.   | Budget Adoption <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul>   |
| Regular City Council Meeting | Tuesday, June 25, 2024<br>2:00 p.m. - 5:00 p.m.   | Prop. 218 Hearing on proposed Water, Wastewater, & Solid Waste Rates <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> </ul>   |
| Regular City Council Meeting | Tuesday, July 2, 2024<br>2:00 p.m. - 5:00 p.m.    | Water, Wastewater, & Solid Waste Rate Adoption <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> </ul>   |

# City Budget 101

UNDERSTANDING HOW THE CITY MAKES  
AND SPENDS MONEY IS  
KEY TO BUILDING FINANCIAL  
SUSTAINABILITY!

The City is made up of several types of funds.  
Each fund provides key services to the  
community and is limited in how it can generate  
revenue and spend its money.



## Fun Facts

- 01 The City runs on a fiscal year of July 1 - June 30
- 02 The City is made up of 15 Departments and serves a community of 91,000 people!
- 03 The City's total spending budget is \$580 Million per year!
- 04 The City prepares a financial plan every two years through a long budget development process
- 05 Reserves: Disaster, contingency (recession), capital (overruns)

## Types Of City Funds

### General Fund



- Primarily tax funded
- Used for "general benefit" services
- Primary operating fund of every government
- Includes: City Administration, Finance, Police, Fire, Library, Parks and Rec

### Enterprise Fund



- Funded from user fees / rates
- Direct relationship between services and amount paid
- Revenues restricted to own operation
- Includes: Airport, Waterfront, Downtown Parking, Golf, Water, Wastewater, Santa Barbara Clean Energy

### Internal Fund



- Established for centralized services across multiple funds
- Organizationally more efficient than each dept doing it on own
- Includes: Fleet, Facilities, Risk Management, City Attorney, Information Technology (IT)

### Special Revenue



- Restricted to specific services such as:
- Creeks / Water Quality Improvement Fund (Measure B)
  - CDBG Grant Fund
  - Transportation Tax Fund (Measure A)

# Where Does The Money Come From?

The City Makes Money From A Variety Of Ways, Including:



## Taxes

- Sales Tax
- Transient Occupancy Tax ("bed" or "hotel" tax)
- Property Tax
- Business License Tax
- Utility Users Tax
- Cannibix Tax



## Permits

- Building Permits
- Event Permits
- Inspection Fees



## Rents & Use Fees

- Facility Rentals
- Waterfront Slip Fees
- Recreation Classes
- Franchise Fees



## Investments



## Fines



## Grants

# Where Does The Money Go?



## Salaries

The City's biggest asset are its people. Salaries to pay City employees make up a substantial amount of the City's expenditures.



## Pensions

One of the biggest benefits of public service is the pension system. Pensions provide retirement security but need to be funded proactively by the City and State pension fund. This cost is always growing and is one of the City's biggest costs.



## Operations

Operational costs include everything the City needs to provide the critical services to the community. This includes utilities, supplies and services, and workspaces for our employees.



## Capital Projects

The City is always looking to make Santa Barbara the best city to live and work in. This includes maintaining roads, building new infrastructure and preserving our historic buildings.



## Reserves

It is important to have savings in place in case disasters hit. For example, during the Covid pandemic the City relied heavily on its reserves to continue operating and paying employees. Maintaining healthy reserves is essentially to City budgeting.

## Current Fiscal Challenges

A structural deficit occurs when revenue growth doesn't match projected expenditures.





Cost of living and cost of providing service has gone up dramatically in recent years. This means the City needs to bring in more revenue and reduce its costs in order to align revenue and expenditures and pay its workforce enough to live in Santa Barbara.



Changes in tax revenue can create uncertainty and reduced revenue. For example, the way people buy things is currently changing, shifting from retail to more service-based (not taxable). The City is always having to adjust its forecasts to account for these types of changes.



Pension costs continue to rise year over year creating an "unfunded liability." This means that the amount the City had invested in employee pensions will not be enough to meet future pension amounts.

---

## General Fund Budget

Understanding how the City's revenues are generated and how money is spent is key to solving the structural deficit. The graphs below represent the major categories of General Fund revenues and expenditures.

# REVENUES

# EXPENDITURES



VISION 2030  
MISSION: TO BOLDLY ADDRESS CIVIC CHALLENGES THROUGH A COMMITMENT TO STAFF AND COMMUNITY FOR  
SMART, COLLABORATIVE, AND RESILIENT GOVERNMENT

# City Administrator's Budget Message

## Introduction

I'm pleased to present the Fiscal Year (FY) 2025 operating and capital budget 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.

Over the past three years, inflation, changes in travel and purchasing habits substantially impacted local businesses and residents in Santa Barbara. Due primarily to the COVID-19 pandemic, in FY2020 and FY2021, 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 through FY2023 saw stronger economic activity and revenue growth in the City's major tax sources. Tax revenues have stabilized and grown at a much slower pace into FY2024, suggesting a leveling of economic activity to a new baseline.

Over the past five years, it has been necessary 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 to sustain operations and continue providing the same level of services the community expects.

The City must approach planned delivery of services to the community carefully. Although the City's major revenues have rebounded and are projected to continue growing in the coming years at a slow and steady rate, it continues to be more expensive to operate the City; it is particularly challenging to retain and attract employees and invest in the City's aging infrastructure and facilities. The FY2025 budget assumes modest revenue growth, but this growth is not adequate to cover ongoing expenditure increases from current commitments, including pension costs, high inflation, insurance, capital investment, and many other impacts.

## Fiscal Year 2025 Budget

The FY2025 budget includes a multi-faceted approach to balancing the General Fund budget, including implementing the second year of permanent expenditure reductions and a use of reserves. My focus, in collaboration with the new City Administrator, 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.

The FY2025 budget is being proposed with \$7.1 Million General Fund deficit requiring the use of reserves and expenditure reductions. The City Council adopted reserve policy requires that a plan to restore reserves be developed when reserves are below Council policy levels. The General fund is projected to have an operating deficit over the next three fiscal years. We are assessing opportunities to generate new revenues, as well as evaluating the streamlining of services. I am hopeful that these strategies will be sufficient to address the growing gap between the escalating cost of the services we provide, and the revenues needed to provide them.

The table below summarizes the total General Fund revenues and expenditures from FY2021 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. Measure C sales tax revenues and expenditures are not included in the table below.

| \$ Millions                    | FY2021 Actual   | FY2022 Actual  | FY2023 Actual   | FY2024 Budget  | FY2025 Budget   |
|--------------------------------|-----------------|----------------|-----------------|----------------|-----------------|
| Revenues                       | \$146.0         | \$165.1        | \$164.0         | \$171.8        | \$182.8         |
| Expenditures                   | 148.9           | 162.5          | 172.5           | 174.6          | 187.3           |
| Reserves to Meet Policy Target | 2.8             | 3.2            | 3.1             | 2.7            | 2.9             |
| <b>Surplus/(Deficit)</b>       | <b>(\$5.7)</b>  | <b>(\$0.6)</b> | <b>(\$11.6)</b> | <b>(\$5.5)</b> | <b>(\$7.4)</b>  |
| Budget Reductions              | 6.8             | 4.1            | 1.0             | 2.7            | 4.1             |
| <b>Net Surplus/ (Deficit)</b>  | <b>(\$12.5)</b> | <b>(\$4.7)</b> | <b>(\$12.6)</b> | <b>(\$8.2)</b> | <b>(\$11.5)</b> |

During the upcoming budget hearing scheduled in May, staff will present the major changes in the FY2025 budget compared to the second year of the FY2024 and FY2025 financial plan that the City Council adopted during the budget process last year. The General Fund deficit has grown slightly in FY2025, with the following factors contributing to the change:

1. Softening Tax Revenues: Although property tax revenues continue to be strong and robust, given the reduced volume of property-related transactions in the City, all other tax revenues have softened. Very modest growth in sales tax, transient occupancy tax (TOT) and all other tax revenues are projected to grow in FY2024 and FY2025, but at a very low rate and much lower than the annual increases in the cost of continuing to provide the same level of services to the community.
2. Housing Element Implementation: With the certification of the 6<sup>th</sup> cycle Housing Element comes a host of program implementation requirements. The Community Development Department will lead the effort to implement the various Housing Element programs, which include an adaptive reuse ordinance, a review of hotel zones, a feasibility study for inclusionary housing, and development of a framework and subsequent ordinance for a short-term rental permit program. Two additional Project Planner positions to support these efforts are included in the FY2025 recommended budget, the costs of which are entirely offset by previous and new operating expenditure reductions the department was able to identify.
3. Impacts of Inflation: Post COVID, the city's operating and capital budget has been impacted by high inflation with rising and higher costs from procuring materials and services for ongoing operations and capital improvement projects. Last year, the inflationary budget assumption assumed resuming to a more typical annual inflation factor; however, costs increases were still realized and assumed to last longer through the end of FY2024 and into the beginning of FY2025, driving up operating expenses in the FY2025 budget.
4. Regional Dispatch: FY2025 will be the first year that the City will pay its annual contribution for the new Regional Fire Communications Facility (RFCF). Advantages of the new RFCF include one fire dispatch center to serve all municipal fire and EMS units in the county which will allow for the closest, most appropriate fire resource response regardless of jurisdiction. The most appropriate funding source for this cost is the General Fund; however, due to the size of the projected General Fund deficit in FY2025, staff are recommending that Measure C sales tax revenues fund this contribution in FY2025. Maintaining police, fire and 911 emergency medical response is a core priority of Measure C funds. Staff will evaluate transition funding back into the General Fund as part of the FY2026 budget process.
5. Downtown Parking (DTP) Fund Depleting Reserves: DTP operates as an enterprise fund and is required to generate adequate revenue to cover its annual operating expenses as well as its capital maintenance and improvements. Revenue stability was impacted greatly during COVID due to reduced parking volume, and revenues have not recovered to pre-pandemic levels. The fund has been operating in a budget deficit and has been depleting reserves below the City Council reserve policy target. If DTP continues to operate under the current parking rate model, providing required level of service and deferring capital improvement projects to maintain existing infrastructure, all reserves are projected to be depleted in FY2025 resulting in a negative fund balance, requiring a General Fund subsidy and a potential impact on the City's credit rating and ability to issue debt for future initiatives. The FY2025 recommended budget includes a comprehensive plan to unify the parking system, lowering the cost of employee parking, improving turnover and freeing up high-value spots in order to keep visitors downtown longer. This plan includes implementing paid on-street parking in the core Downtown area as well as changes to rate in surface lots and garages, with the goal of spreading the cost of operating the parking system across most users of the system. The

budget includes a \$500,000 transfer of General Fund revenues into the Downtown Parking Fund. This transfer is prudent given the complexity of implementation of the plan, if it is approved, and the need for the General Fund to subsidize the fund if revenue projections do not come to fruition.

## Vision 2030

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 initiate a new set of key 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. Since the program inception, staff have recommended and implemented multiple revenue generating recommendations, process improvements and systems to streamline services and reduce expenditures going forward, many of which are being proposed in the FY2025 recommended budget.

## Conclusion

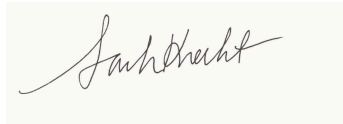
Developing the FY2025 Budget has been challenging for staff, particularly given the rising costs for delivering the same level of services that the community expects. Over many months involving staff from all City departments, the budget in its entirety has been analyzed, reviewed, and justified, to articulate revenue changes and identify expenditure priorities and targeted reductions. 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 was in good financial condition, with reserves at or near policy recommended balances and we were able to slightly expand services. These reserves were strategically leveraged in both FY2020 and FY2021 to minimize the service delivery impacts to the public and were largely replenished in FY2022 through FY2024 due to exercising strong fiscal discipline as well as realizing additional expenditure savings from vacant employee positions. Reserves will likely need to be leveraged again in FY2025 and beyond.

As staff prepared this budget, we recognize 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 continue to ensure services to the community are still being met in a fiscally prudent way.

I look forward to the upcoming public budget hearings as we dive into the details of the budget.

Respectfully submitted,



Sarah J. Knecht  
**Interim City Administrator**

# Summary of General Fund

## GENERAL FUND HIGHLIGHTS

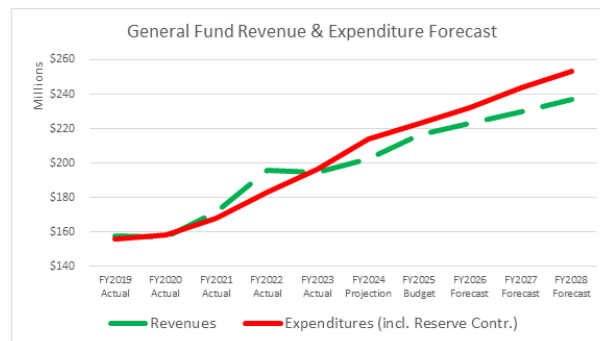
### Multi-Year General Fund Forecast

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 FY2025 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 FY2025 has a structural deficit requiring the use of \$7.4 Million of reserves to balance the budget. Due to the anticipated, inadequate growth of many General Fund revenues to pay for known increases to expenditures, particularly pension costs, the FY2025 forecast shows a continued need to rely on reserves and implement on-going budget balancing strategies 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. The table includes Measure C sales tax revenues and expenditures.

| \$ Millions                    | FY2021 Actuals | FY2022 Actuals | FY2023 Actuals | FY2024 Budget  | FY2025 Budget   |
|--------------------------------|----------------|----------------|----------------|----------------|-----------------|
| Revenues                       | \$171.6        | \$196.0        | \$194.8        | \$203.7        | \$216.2         |
| Expenditures                   | 164.9          | 180.1          | 193.4          | 203.6          | 224.6           |
| Reserves to Meet Policy Target | 2.8            | 3.2            | 3.1            | 2.7            | 2.9             |
| <b>Surplus/(Deficit)</b>       | <b>\$3.8</b>   | <b>\$12.7</b>  | <b>(\$1.7)</b> | <b>(\$2.7)</b> | <b>(\$11.4)</b> |
| Budget Reductions              | 6.8            | 4.1            | 1.0            | 2.7            | 4.1             |
| <b>Net Surplus/ (Deficit)</b>  | <b>(\$3.0)</b> | <b>\$8.6</b>   | <b>(\$2.7)</b> | <b>(\$5.4)</b> | <b>(\$15.7)</b> |

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

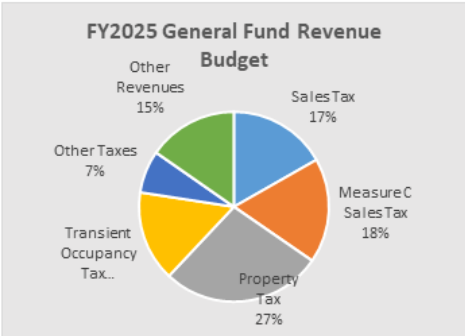
The result of these challenging budget balancing solutions was not needing to utilize reserves as much as initially anticipated. The American Rescue Plan Action (ARPA) funds being appropriated to provide relief from revenue loss helped to stabilize the General Fund. The replenishment of these reserves 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.

A year ago, 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. Departments identified \$2.7 Million and \$4.1 Million of expenditure reductions in FY2024 and FY2025, respectively, 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 \$216.2 Million in FY2025. At \$157.9 Million, the largest revenue category is Taxes, making up 73% of total revenues. Taxes include property, sales, utility users (UUT), transient occupancy (TOT), and other taxes.



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 three years due to reduced economic and travel activities.

The table below summarizes the General Fund tax revenues, showing the actual results for FY2023, projected end results for FY2024 and the budget for FY2025.

#### Revenue Details

|                                   | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|-----------------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| <b>Taxes</b>                      |                      |                        |                                   |                        |
| Property Taxes                    | \$46,006,164         | \$48,600,000           | \$48,690,033                      | \$51,030,000           |
| Measure C Sales Tax               | \$30,698,863         | \$31,500,000           | \$33,000,000                      | \$33,400,000           |
| Sales and Use Tax                 | \$29,091,539         | \$29,990,000           | \$31,684,556                      | \$31,200,000           |
| Transient Occupancy Tax           | \$26,213,440         | \$26,800,000           | \$29,150,000                      | \$28,700,000           |
| Utility Users Tax                 | \$8,190,590          | \$7,800,000            | \$7,596,676                       | \$7,950,000            |
| Business License                  | \$2,745,255          | \$2,781,510            | \$3,035,586                       | \$2,985,586            |
| Cannabis Excise Tax               | \$1,388,089          | \$1,350,000            | \$1,534,099                       | \$1,400,000            |
| Real Property Transfer Tax        | \$862,195            | \$900,000              | \$1,300,000                       | \$1,200,000            |
| <b>TAXES TOTAL</b>                | <b>\$145,196,135</b> | <b>\$149,721,510</b>   | <b>\$155,990,950</b>              | <b>\$157,865,586</b>   |
| <b>Internal Charges</b>           | <b>\$19,122,977</b>  | <b>\$19,240,688</b>    | <b>\$20,524,494</b>               | <b>\$20,267,458</b>    |
| <b>Fees &amp; Service Charges</b> | <b>\$19,312,428</b>  | <b>\$17,897,303</b>    | <b>\$19,014,781</b>               | <b>\$18,566,551</b>    |
| <b>Other Revenues</b>             | <b>\$6,789,201</b>   | <b>\$9,207,405</b>     | <b>\$9,022,464</b>                | <b>\$11,167,912</b>    |
| <b>Fines &amp; Forfeitures</b>    | <b>\$1,104,603</b>   | <b>\$2,571,581</b>     | <b>\$3,204,200</b>                | <b>\$2,772,600</b>     |
| <b>Use Of Money &amp; Prpty</b>   | <b>\$1,053,838</b>   | <b>\$2,074,734</b>     | <b>\$2,088,632</b>                | <b>\$2,958,021</b>     |
| <b>Intergovernmental</b>          | <b>\$2,550,602</b>   | <b>\$1,459,988</b>     | <b>\$1,698,000</b>                | <b>\$1,725,000</b>     |
| <b>Licenses &amp; Permits</b>     | <b>\$1,293,291</b>   | <b>\$858,141</b>       | <b>\$852,062</b>                  | <b>\$893,992</b>       |
| <b>TOTAL</b>                      | <b>\$196,423,075</b> | <b>\$203,031,351</b>   | <b>\$212,395,583</b>              | <b>\$216,217,119</b>   |

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 FY2025 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 continued into 2023; however, number of sales slowed in 2024 due to low inventory and higher interest rates for loans.

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 in FY2025 and beyond, barring any potential decline that may result from an economic recession, which staff have not factored into the recommended 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.

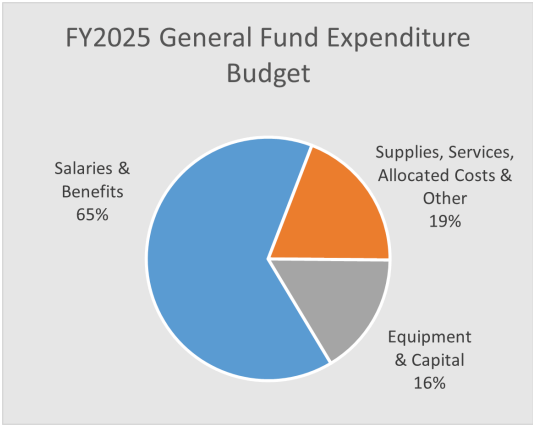
**Utility users’ tax (UUT)** revenues are generated from a 6% tax applied to water, electricity, and natural gas, and a 5.75% tax applied to telecommunication services, including telephone (landline, cellular, internet-based) and video. Overall, UUT revenues over the last ten years have remained essentially flat but with minor increases in FY2022, FY2023 and FY2024 directly related to inflation. No significant revenue changes are assumed in the FY2025 budget other than minor increases due to inflation.

**Cannabis local excise tax** is collected from 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 have declined slightly in recent years from a peak of \$1.9 Million in FY2023 to \$1.4 Million in FY2024 and FY2025.

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. Tax revenue is projected to show modest growth in FY2024 and FY2025 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 FY2025. The total recommended budget is approximately \$220.3 Million.



At 65% of total expenditures, salaries and benefits totaling \$142.0 Million represent the largest expenditure category. Benefit costs are projected to cost \$57.7 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 FY2025 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. Pension costs are projected to grow by 10% 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). On December 5, 2023, the City Council adopted a pension management policy and established the Section 115 trust, with an initial contribution of \$1.6 Million to reduce future pension-related expenses and liabilities.

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.

Like the budget development direction the City Administrator gave to departments at the onset of COVID-19 over the past four years, departments identified permanent and continued General Fund expenditure reduction savings, targeting a total of \$2.7 Million in FY2024 and \$4.1 in FY2025 as an important strategy in order to balance the budget. These strategies include savings from position reductions along with many operational savings. These savings have been identified and prioritized to minimize impacts to the public for receiving City services.

The table below summarizes the General Fund expenditures, showing the actual results for FY2023, projected end results for FY2024 and the budget for FY2025. Note: Expenditures below do not include \$33.4 Million of budgeted capital expenditures funded by the Measure C District Sales Tax and \$4.0 Million of transfers out of the General into other City funds.

#### Expenditures

|                          | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Salaries                 | \$75,610,619         | \$80,692,013           | \$86,185,225                      | \$84,385,757           |
| Benefits                 | \$46,118,339         | \$52,579,570           | \$55,742,525                      | \$57,680,948           |
| Transfers                | \$36,926,346         | \$55,670,977           | \$36,575,995                      | \$42,622,685           |
| Allocated Costs          | \$15,344,240         | \$17,754,039           | \$18,362,651                      | \$19,721,530           |
| Supplies & Services      | \$10,855,127         | \$15,721,192           | \$13,231,369                      | \$13,909,783           |
| Special Projects         | \$4,164,132          | \$5,869,641            | \$4,773,364                       | \$4,974,283            |
| Non-Capital Equipment    | \$1,901,156          | \$2,335,999            | \$992,358                         | \$1,043,758            |
| Debt Services & Other    | \$538,675            | \$237,931              | -\$304,773                        | \$285,393              |
| Capital Equip & Projects | \$367,259            | \$0                    | \$0                               | \$0                    |
| <b>TOTAL</b>             | <b>\$191,825,893</b> | <b>\$230,861,363</b>   | <b>\$215,558,714</b>              | <b>\$224,624,136</b>   |

#### Expenses by Department

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|------------------------|
| Police                | \$48,465,377       | \$59,916,659           | \$60,844,581                      | \$56,829,092           |
| General Government    | \$35,451,456       | \$49,230,997           | \$31,411,015                      | \$36,077,138           |
| Fire                  | \$34,607,343       | \$37,344,240           | \$37,640,164                      | \$39,891,571           |
| Parks and Recreation  | \$19,831,584       | \$23,328,887           | \$23,893,750                      | \$25,529,806           |
| Community Development | \$15,102,737       | \$15,605,189           | \$17,002,074                      | \$17,697,964           |
| Public Works          | \$10,150,827       | \$12,882,065           | \$13,891,603                      | \$14,477,514           |
| Library               | \$7,203,285        | \$7,280,987            | \$7,711,346                       | \$8,989,630            |

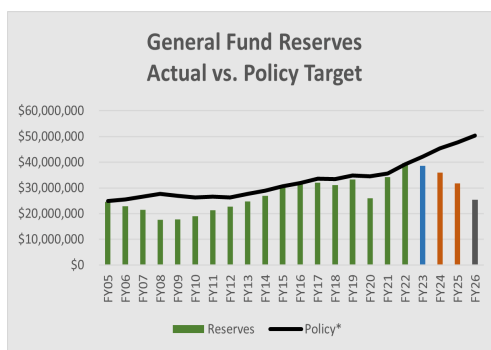
|                             | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|-----------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Finance                     | \$7,083,449          | \$7,739,271            | \$7,773,220                       | \$8,150,922            |
| City Attorney's Office      | \$4,455,035          | \$6,542,784            | \$5,453,661                       | \$5,864,762            |
| City Administrator's Office | \$3,609,614          | \$4,022,855            | \$4,088,078                       | \$4,466,875            |
| Mayor & City Council        | \$3,273,811          | \$3,412,595            | \$3,370,368                       | \$3,477,833            |
| Human Resources             | \$2,574,361          | \$2,924,134            | \$2,478,854                       | \$2,818,454            |
| Sustainability & Resilience | \$17,014             | \$630,700              | \$0                               | \$352,576              |
| <b>TOTAL</b>                | <b>\$191,825,893</b> | <b>\$230,861,363</b>   | <b>\$215,558,714</b>              | <b>\$224,624,136</b>   |

## 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 October 10, 2023, 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 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 stayed relatively flat FY2024 and projected to decline in FY2025, with the use of reserves as one of many tools being used to balance the budget. 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.

# Vision 2030

## What Is Vision 2030?



Website: <https://santabarbaraca.gov/projects/vision-2030>

Vision 2030 is a way of bringing "smart government" practices to the City of Santa Barbara. This is a collaborative effort to address civic challenges by encouraging staff, the community, and the City Council to work together to explore and implement improved ways of delivering service in a fiscally sustainable way. Vision 2030 is the means to communicate to and include staff and the community in the Fiscal Sustainability process.

### Why is this needed?

The City of Santa Barbara constantly strives to improve the services it delivers. The City also has a structural gap between our ongoing revenues and the costs of providing services to our community. That must be addressed to remain a fiscally responsible organization. Additionally, the pandemic created change in how the global workforce operates. Many of those changes proved to be more efficient and convenient for both staff and the community. Vision 2030 builds upon those innovations, as well as emerging technology, to enhance city operations and make the best possible use of resources across all City Departments.

### Who does this affect?

In short, this effort can benefit anyone who lives, visits, works for, or does business with the City through the better service delivery, improving public/staff interactions, and ultimately creating a thriving community.

### What's the process?

Building this framework will take a collaborative effort among these stakeholders to define the current challenges, explore solutions, and identify the resources needed to implement programs and initiatives to create change. As a City that already operates on a lean budget, fiscal sustainability is key and is one of the key goals of this effort.

Good governance includes evaluating systems, methods of delivery of services, and the costs of doing business. It is an acknowledgement to integrate best practices to assess our organization and its values. It is a collaborative effort that will take time to evaluate and implement as we move towards a cultural shift in the organization. There are four primary tenants to Vision 2030:

- **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 developed goals 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. CORE goals and performance measures can be found on each department budget page.

# City Council Priority Setting Process

## City Council Priority Setting Process

On February 22, 2024, the City Council held a special meeting to confirm the annual process and timeline to review and establish the City Council's priority setting process. Priority setting is a common process that many City Councils in cities across California and the country implement to identify opportunities and issues that are important to the community and that may require focus and resources. The City Council agreed to an annual process where priorities will be established and coordinated with the two-year financial plan and annual budget processes. The planning effort will involve considerable input and feedback from the community through surveys and town hall meetings, among other forms.

The City Council developed an initial set of draft priorities below that will be refined in the coming months:

- Economic Vitality;
- Community Stability;
- Emergency Preparedness, Sustainability & Resilience; and
- Quality of Life.

The schedule below outlines the priority process calendar that will formalize the priorities with the next FY2026-FY2027 financial planning process.

| Month/Year       | Priority Process Calendar – Aligned with budget cycle   |
|------------------|---|
| July 2024        | City Administrator guidance on upcoming planning process  |
| July – Sept 2024 | Communication plan, town halls, surveys, information gathering; Year end report on priorities (starting September 2026)                 |
| October 2024     | City Council special meeting on priorities for FY 2026  |
| December 2024    | Priorities published (website, Council meeting, etc.). Staff develops base budget for FY2026, identifies workload on Council priorities |
| Jan-Feb 2025     | Staff budget development, including addressing Council priorities; Midyear status update on priorities (starting February 2026)         |
| March 2025       | Council budget workshop   |
| April 2025       | City Administrator's recommended financial plan for FY2026 and FY2027, budget released with programmatic budget for each priority       |
| May 2025         | City Council budget hearings  |
| June 2025        | City Council deliberations and budget adoption  |
| July 2025        | Repeat schedule   |



# Directory of City Officials



**RANDY ROWSE**  
Mayor

**ALEJANDRA GUTIERREZ**



**Councilmember District 1**

**MIKE JORDAN**



**Councilmember District 2 and  
Mayor Pro Tempore**

**OSCAR GUTIERREZ**



**Councilmember District 3**

**KRISTEN SNEDDON**



**Councilmember District 4**

**ERIC FRIEDMAN**



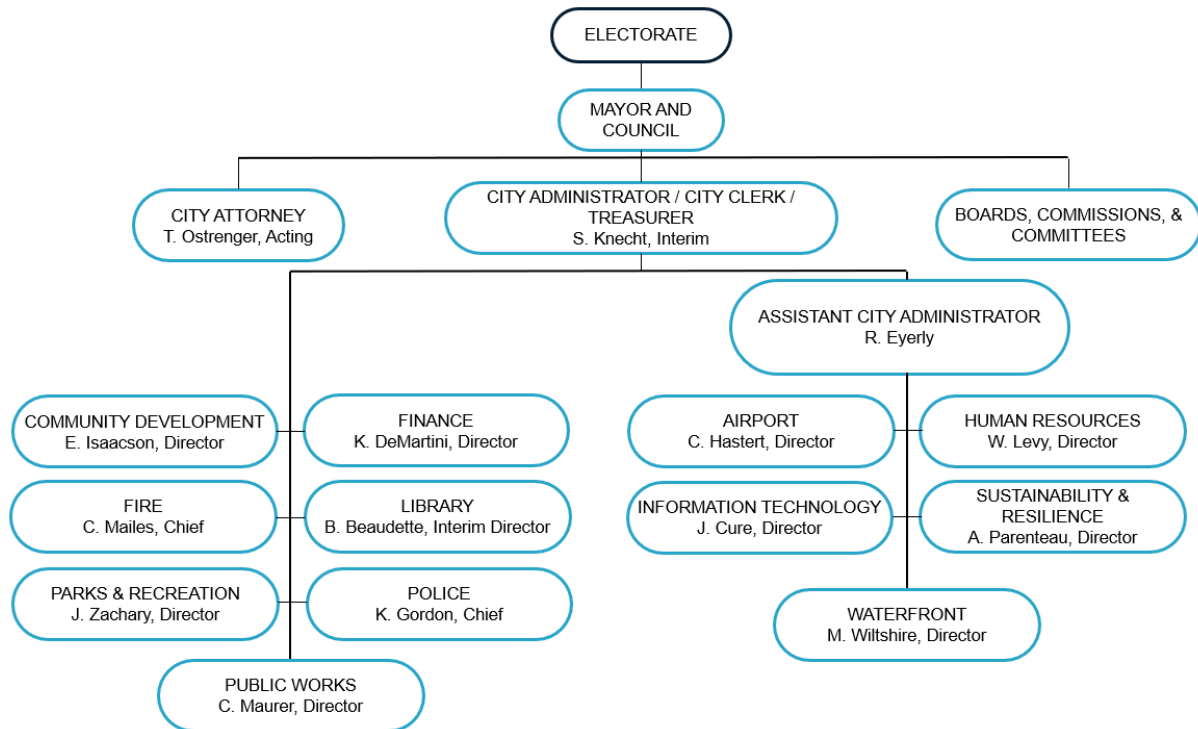
**Councilmember District 5**

**MEAGAN HARMON**



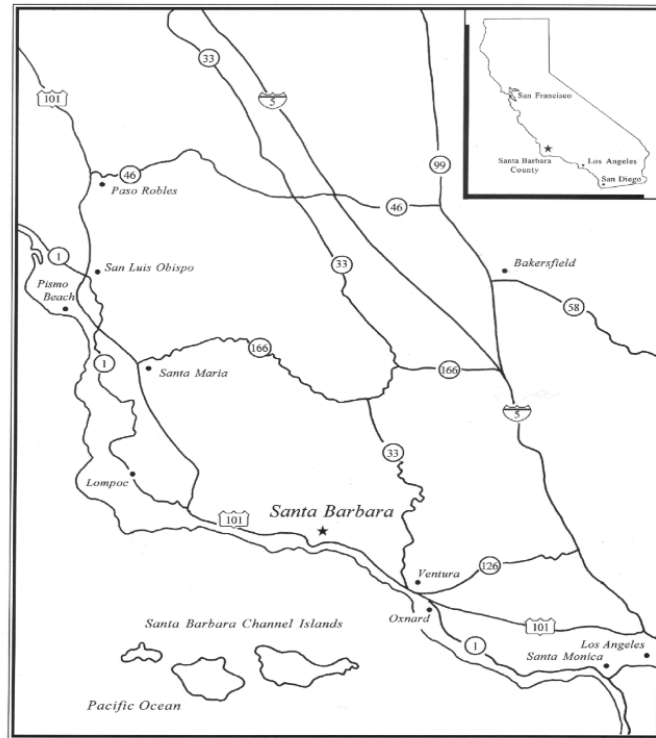
**Councilmember District 6**

# 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

The tables below summarize the annual revenues and expenditures by major fund categories. Enterprise funds include the operating and capital budgets for Water, Wastewater, Airport, Waterfront, Solid Waste, Santa Barbara Clean Energy, Golf and Downtown Parking. The General Fund includes all tax and department revenue supporting public safety, community development, community service and other functions, and also includes the annual revenue and expenditures of the Measure C District Sales Taxes collected. Special revenues funds includes grant and other restricted funds for specific operations and capital projects. And Internal service funds includes the annual operating and capital budget for city functions that support other city service delivery functions, such as Facilities, Fleet, Information Technology and the Self-Insurance programs. FY2024 expenditure projections include carryforward appropriation from FY2023 that was not spent entirely in FY2023.

## Citywide Revenue by Fund

|                             | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|-----------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Enterprise Funds            | \$239,203,775        | \$277,471,521          | \$263,140,964                     | \$281,184,663          |
| General Fund                | \$194,931,557        | \$202,761,351          | \$211,282,149                     | \$215,750,819          |
| Special Revenue Funds       | \$39,896,060         | \$85,172,301           | \$29,701,276                      | \$28,807,404           |
| Internal Services Funds     | \$38,237,268         | \$41,860,911           | \$50,151,285                      | \$51,788,481           |
| General Fund-Capital        | \$597,782            | \$2,750,326            | \$0                               | \$0                    |
| Private Purpose Trust Funds | \$320,085            | \$300,000              | \$0                               | \$138,500              |
| Fiduciary Funds             | \$119,210            | \$52,000               | \$52,000                          | \$52,000               |
| Agency Funds                | -\$148               | \$0                    | \$0                               | \$0                    |
| <b>TOTAL</b>                | <b>\$513,305,589</b> | <b>\$610,368,410</b>   | <b>\$554,327,675</b>              | <b>\$577,721,867</b>   |

## Citywide Expense by Fund

|                             | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|-----------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Enterprise Funds            | \$216,670,392        | \$313,351,605          | \$263,613,582                     | \$278,460,465          |
| General Fund                | \$154,899,547        | \$175,190,386          | \$178,982,719                     | \$182,001,451          |
| Special Revenue Funds       | \$42,786,614         | \$101,299,248          | \$33,533,602                      | \$31,722,197           |
| Internal Services Funds     | \$42,751,747         | \$50,668,785           | \$47,958,384                      | \$50,366,875           |
| Measure C - Capital         | \$20,897,791         | \$78,352,056           | \$32,672,000                      | \$37,313,123           |
| General Fund-Capital        | \$2,958,730          | \$11,420,222           | \$471,000                         | \$600,000              |
| Fiduciary Funds             | \$37,809             | \$34,591               | \$37,059                          | \$39,201               |
| Private Purpose Trust Funds | \$0                  | \$100,000              | \$0                               | \$0                    |
| <b>TOTAL</b>                | <b>\$481,002,629</b> | <b>\$730,416,893</b>   | <b>\$557,268,345</b>              | <b>\$580,503,312</b>   |

# Summary of Revenues by Fund

## Citywide Revenue

|                             | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|-----------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Enterprise Funds            | \$239,203,775        | \$277,471,521          | \$263,140,964                     | \$281,184,663          |
| General Fund                | \$194,931,557        | \$202,761,351          | \$211,282,149                     | \$215,750,819          |
| Special Revenue Funds       | \$39,896,060         | \$85,172,301           | \$29,701,276                      | \$28,807,404           |
| Internal Services Funds     | \$38,237,268         | \$41,860,911           | \$50,151,285                      | \$51,788,481           |
| General Fund-Capital        | \$597,782            | \$2,750,326            | \$0                               | \$0                    |
| Private Purpose Trust Funds | \$320,085            | \$300,000              | \$0                               | \$138,500              |
| Fiduciary Funds             | \$119,210            | \$52,000               | \$52,000                          | \$52,000               |
| Agency Funds                | -\$148               | \$0                    | \$0                               | \$0                    |
| <b>TOTAL</b>                | <b>\$513,305,589</b> | <b>\$610,368,410</b>   | <b>\$554,327,675</b>              | <b>\$577,721,867</b>   |

## Enterprise Fund

|                        | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Water Fund             | \$69,474,569         | \$73,878,782           | \$79,301,438                      | \$81,114,413           |
| SB Clean Energy        | \$43,407,950         | \$52,671,326           | \$43,149,022                      | \$53,307,781           |
| Solid Waste Fund       | \$35,874,599         | \$40,049,226           | \$39,175,630                      | \$40,327,843           |
| Airport Operating Fund | \$27,935,869         | \$38,146,785           | \$30,456,458                      | \$32,029,615           |
| Wastewater Fund        | \$27,595,075         | \$36,500,954           | \$31,121,277                      | \$31,398,064           |
| Waterfront Fund        | \$18,928,737         | \$18,408,196           | \$19,460,450                      | \$20,463,725           |
| Downtown Parking Fund  | \$9,202,473          | \$9,897,231            | \$12,312,108                      | \$13,973,681           |
| Golf Course Fund       | \$4,216,399          | \$4,206,765            | \$4,371,642                       | \$4,700,502            |
| Airport PFC Fund       | \$2,450,181          | \$2,680,199            | \$2,759,970                       | \$2,834,170            |
| Airport CFC Fund       | \$117,923            | \$1,032,057            | \$1,032,969                       | \$1,034,869            |
| <b>TOTAL</b>           | <b>\$239,203,775</b> | <b>\$277,471,521</b>   | <b>\$263,140,964</b>              | <b>\$281,184,663</b>   |

## General Fund

|              | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--------------|----------------------|------------------------|-----------------------------------|------------------------|
| General Fund | \$194,931,557        | \$202,761,351          | \$211,282,149                     | \$215,750,819          |
| <b>TOTAL</b> | <b>\$194,931,557</b> | <b>\$202,761,351</b>   | <b>\$211,282,149</b>              | <b>\$215,750,819</b>   |

## Special Revenue Funds

|                                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--------------------------------|--------------------|------------------------|-----------------------------------|------------------------|
| Streets Fund                   | \$19,984,691       | \$51,248,627           | \$12,450,298                      | \$12,562,443           |
| Creek Restor/Water Quality Imp | \$6,179,489        | \$5,973,220            | \$6,376,480                       | \$6,522,314            |
| Transportation Sales Tax Fund  | \$5,460,539        | \$5,298,579            | \$4,917,616                       | \$5,010,416            |
| Miscellaneous Grants Fund      | \$3,604,051        | \$8,251,918            | \$310,402                         | \$45,889               |
| Federal Home Loan Program Fund | \$294,270          | \$4,093,246            | \$756,383                         | \$756,383              |
| Comm. Development Block Grant  | \$1,202,854        | \$1,337,883            | \$1,176,711                       | \$1,176,711            |
| City Affordable Housing        | \$1,110,953        | \$1,194,700            | \$1,144,600                       | \$830,000              |
| Disaster Recovery Initiative   | \$0                | \$3,414,902            | \$0                               | \$0                    |
| PLHA                           | \$0                | \$2,029,302            | \$550,000                         | \$397,796              |
| County Library                 | \$430,631          | \$491,974              | \$222,458                         | \$417,924              |
| Wildland Fire Suppress Assesmt | \$303,999          | \$299,442              | \$299,442                         | \$299,442              |

|  | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--|---------------------|------------------------|-----------------------------------|------------------------|
| Street Sweeping Fund                                   | \$473,776           | \$0                    | \$714,000                         | \$0                    |
| Traffic Safety Fund                                    | \$218,885           | \$245,000              | \$245,000                         | \$245,000              |
| Police-Suppl Law Enf (SLESF)                           | \$226,453           | \$218,104              | \$218,104                         | \$218,104              |
| FEMA Reimbursement Funds                               | \$28,827            | \$752,003              | \$0                               | \$0                    |
| Police Asset Forf and Grants                           | \$185,484           | \$147,000              | \$147,000                         | \$147,000              |
| Transportation Development Fd.                         | \$103,839           | \$88,264               | \$83,800                          | \$89,000               |
| Computer Aided Dispatch Records Management System Fund | \$87,319            | \$88,137               | \$88,982                          | \$88,982               |
| <b>TOTAL</b>   | <b>\$39,896,060</b> | <b>\$85,172,301</b>    | <b>\$29,701,276</b>               | <b>\$28,807,404</b>    |

#### Internal Services Funds

|                                 | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|---------------------------------|---------------------|------------------------|-----------------------------------|------------------------|
| Self Insurance Trust Fund       | \$13,018,286        | \$17,254,292           | \$20,490,535                      | \$20,820,894           |
| Fleet Management Fund           | \$6,824,110         | \$8,659,538            | \$8,760,533                       | \$9,559,010            |
| Facilities Management Fund      | \$6,887,705         | \$6,569,177            | \$7,528,979                       | \$6,795,568            |
| Information Technology Fund     | \$5,164,511         | \$6,208,379            | \$6,386,161                       | \$8,753,519            |
| Energy Management               | \$2,657,118         | \$2,934,675            | \$3,199,030                       | \$2,273,443            |
| Post-Employment Benefits Fund   | \$3,550,688         | \$0                    | \$3,551,197                       | \$3,551,197            |
| Police Equipment Replacmnt Fund | \$100,000           | \$200,000              | \$200,000                         | \$0                    |
| Fire Equipment Replacement Fund | \$34,850            | \$34,850               | \$34,850                          | \$34,850               |
| <b>TOTAL</b>                    | <b>\$38,237,268</b> | <b>\$41,860,911</b>    | <b>\$50,151,285</b>               | <b>\$51,788,481</b>    |

#### General Fund - Capital

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|------------------------|
| Capital Outlay Fund | \$597,782          | \$2,750,326            | \$0                               | \$0                    |
| <b>TOTAL</b>        | <b>\$597,782</b>   | <b>\$2,750,326</b>     | <b>\$0</b>                        | <b>\$0</b>             |

#### Fiduciary Fund

|                           | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|---------------------------|--------------------|------------------------|-----------------------------------|------------------------|
| Revolving Rehab Loan Fund | \$98,191           | \$52,000               | \$52,000                          | \$52,000               |
| Canine Unit Trust         | \$21,020           | \$0                    | \$0                               | \$0                    |
| <b>TOTAL</b>              | <b>\$119,210</b>   | <b>\$52,000</b>        | <b>\$52,000</b>                   | <b>\$52,000</b>        |

*\*These numbers do not include transfers.*



# Summary of Expenditures by Fund

## Citywide Expense by Fund

|                             | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|-----------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Enterprise Funds            | \$216,670,392        | \$313,351,605          | \$263,613,582                     | \$278,460,465          |
| General Fund                | \$154,899,547        | \$175,190,386          | \$178,982,719                     | \$182,001,451          |
| Special Revenue Funds       | \$42,786,614         | \$101,299,248          | \$33,533,602                      | \$31,722,197           |
| Internal Services Funds     | \$42,751,747         | \$50,668,785           | \$47,958,384                      | \$50,366,875           |
| Measure C - Capital         | \$20,897,791         | \$78,352,056           | \$32,672,000                      | \$37,313,123           |
| General Fund-Capital        | \$2,958,730          | \$11,420,222           | \$471,000                         | \$600,000              |
| Fiduciary Funds             | \$37,809             | \$34,591               | \$37,059                          | \$39,201               |
| Private Purpose Trust Funds | \$0                  | \$100,000              | \$0                               | \$0                    |
| <b>TOTAL</b>                | <b>\$481,002,629</b> | <b>\$730,416,893</b>   | <b>\$557,268,345</b>              | <b>\$580,503,312</b>   |

## Enterprise Fund

|                        | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|------------------------|----------------------|------------------------|-----------------------------------|------------------------|
| Water Fund             | \$63,063,458         | \$96,647,136           | \$81,969,501                      | \$82,053,346           |
| SB Clean Energy        | \$37,597,715         | \$42,719,646           | \$41,472,603                      | \$55,457,671           |
| Solid Waste Fund       | \$34,261,013         | \$38,030,173           | \$38,940,831                      | \$39,409,106           |
| Airport Operating Fund | \$26,935,607         | \$51,038,631           | \$28,693,482                      | \$30,880,332           |
| Wastewater Fund        | \$22,860,046         | \$43,818,361           | \$31,644,704                      | \$30,878,132           |
| Waterfront Fund        | \$17,614,059         | \$21,679,014           | \$19,801,236                      | \$20,900,805           |
| Downtown Parking Fund  | \$9,960,497          | \$13,539,286           | \$15,054,275                      | \$12,577,843           |
| Golf Course Fund       | \$3,237,838          | \$4,075,102            | \$4,154,010                       | \$4,353,846            |
| Airport PFC Fund       | \$0                  | \$1,770,199            | \$1,849,970                       | \$1,916,670            |
| Air 19 DS              | \$1,135,609          | \$2,000                | \$0                               | \$0                    |
| Airport CFC Fund       | \$4,550              | \$32,057               | \$32,969                          | \$32,714               |
| <b>TOTAL</b>           | <b>\$216,670,392</b> | <b>\$313,351,605</b>   | <b>\$263,613,582</b>              | <b>\$278,460,465</b>   |

## General Fund

|              | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--------------|----------------------|------------------------|-----------------------------------|------------------------|
| General Fund | \$154,899,547        | \$175,190,386          | \$178,982,719                     | \$182,001,451          |
| <b>TOTAL</b> | <b>\$154,899,547</b> | <b>\$175,190,386</b>   | <b>\$178,982,719</b>              | <b>\$182,001,451</b>   |

## Special Revenue Fund Expenses

|                                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--------------------------------|--------------------|------------------------|-----------------------------------|------------------------|
| Streets Fund                   | \$22,148,047       | \$49,795,894           | \$15,579,442                      | \$13,826,938           |
| Transportation Sales Tax Fund  | \$3,425,681        | \$9,832,660            | \$4,338,884                       | \$5,277,105            |
| Creek Restor/Wtr Qual-Capital  | \$2,866,283        | \$9,206,292            | \$2,550,000                       | \$2,650,000            |
| Miscellaneous Grants Fund      | \$3,667,646        | \$12,316,371           | \$622,445                         | \$45,889               |
| Creek Restor/Water Quality Imp | \$3,417,797        | \$4,309,057            | \$3,791,347                       | \$4,276,031            |
| Comm. Development Block Grant  | \$1,546,063        | \$2,092,104            | \$1,175,117                       | \$1,179,563            |
| Federal Home Loan Program Fund | \$368,037          | \$3,802,677            | \$759,637                         | \$769,734              |
| City Affordable Housing        | \$1,175,532        | \$1,287,811            | \$1,344,158                       | \$1,458,207            |
| Disaster Recovery Initiative   | \$63,577           | \$3,352,292            | \$0                               | \$0                    |
| PLHA                           | \$561,863          | \$1,403,091            | \$547,714                         | \$401,730              |

|  | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--|---------------------|------------------------|-----------------------------------|------------------------|
| Street Sweeping Fund                                   | \$714,888           | \$507,565              | \$961,283                         | \$305,746              |
| County Library   | \$510,917           | \$506,871              | \$506,212                         | \$562,009              |
| Disaster Fund  | \$1,578,184         | \$121,029              | \$0                               | \$0                    |
| Police-Suppl Law Enf (SLESF)                           | \$226,453           | \$483,196              | \$499,129                         | \$250,138              |
| Wildland Fire Suppress Assesmt                         | \$264,796           | \$341,218              | \$332,909                         | \$318,884              |
| Police Asset Forf and Grants                           | \$174,388           | \$361,701              | \$337,541                         | \$207,241              |
| FEMA Reimbursement Funds                               | \$0                 | \$1,065,475            | \$0                               | \$0                    |
| Transportation Development Fd.                         | \$0                 | \$255,021              | \$83,800                          | \$89,000               |
| Computer Aided Dispatch Records Management System Fund | \$63,616            | \$111,043              | \$88,982                          | \$88,982               |
| Utility Undergrounding Fund                            | \$0                 | \$132,880              | \$0                               | \$0                    |
| Traffic Safety Fund                                    | \$12,845            | \$15,000               | \$15,000                          | \$15,000               |
| <b>TOTAL</b>   | <b>\$42,786,614</b> | <b>\$101,299,248</b>   | <b>\$33,533,602</b>               | <b>\$31,722,197</b>    |

#### Internal Services Fund

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|------------------------|
| Capital Outlay Fund | \$2,958,730        | \$11,420,222           | \$471,000                         | \$600,000              |
| <b>TOTAL</b>        | <b>\$2,958,730</b> | <b>\$11,420,222</b>    | <b>\$471,000</b>                  | <b>\$600,000</b>       |

#### Measure C - Capital

|              | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--------------|---------------------|------------------------|-----------------------------------|------------------------|
| Measure C    | \$20,897,791        | \$78,352,056           | \$32,672,000                      | \$37,313,123           |
| <b>TOTAL</b> | <b>\$20,897,791</b> | <b>\$78,352,056</b>    | <b>\$32,672,000</b>               | <b>\$37,313,123</b>    |

#### General Fund - Capital

|              | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|--------------|----------------------|------------------------|-----------------------------------|------------------------|
| General Fund | \$154,899,547        | \$175,190,386          | \$178,982,719                     | \$182,001,451          |
| <b>TOTAL</b> | <b>\$154,899,547</b> | <b>\$175,190,386</b>   | <b>\$178,982,719</b>              | <b>\$182,001,451</b>   |

#### Fiduciary Funds

|   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY25 Adopted<br>Budget |
|---|--------------------|------------------------|-----------------------------------|------------------------|
| Revolving Rehab Loan Fund               | \$37,809           | \$34,533               | \$37,001                          | \$39,201               |
| Successor Agency (Former Redev. Agency) | \$0                | \$58                   | \$58                              | \$0                    |
| <b>TOTAL</b>                            | <b>\$37,809</b>    | <b>\$34,591</b>        | <b>\$37,059</b>                   | <b>\$39,201</b>        |

*\*These numbers include transfers.*

# Authorized Positions

## Authorized Positions By Department

| Department                               | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|--|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>                         |                 |                     |                                  |                        |
| Information Technology                   | 19.25           | 31                  | 22                               | 35                     |
| Waterfront Department                    | 47.125          | 47                  | 47                               | 46                     |
| Human Resources Department               | 10.25           | 11                  | 11                               | 11                     |
| Airport Department                       | 70.5            | 73                  | 73                               | 73                     |
| Public Works Department                  | 307             | 303.2               | 310.65                           | 311                    |
| Community Development Department         | 75              | 81                  | 82                               | 83.5                   |
| Parks & Recreation Department            | 90.875          | 82                  | 82                               | 82                     |
| Mayor & Council                          | 8               | 8                   | 8                                | 8                      |
| Police Department                        | 211             | 210                 | 210                              | 210                    |
| Library Department                       | 37.4            | 48                  | 39                               | 48.6                   |
| City Administrator's Office              | 16              | 14                  | 14                               | 14                     |
| Finance Department                       | 39.5            | 39.5                | 40.5                             | 40                     |
| Fire Department                          | 106             | 105                 | 105                              | 105                    |
| City Attorney's Office                   | 16.75           | 15                  | 16.75                            | 15                     |
| Sustainability and Resilience Department | 16.15           | 30                  | 27.25                            | 30                     |
| <b>FTE COUNT</b>                         | <b>1,070.8</b>  | <b>1,097.7</b>      | <b>1,088.15</b>                  | <b>1,112.1</b>         |

# Authorized Positions

## Authorized Positions By Fund

### General Fund Breakout

| Department Name                          | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|--|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>                         |                 |                     |                                  |                        |
| Human Resources Department               | 10.25           | 11                  | 11                               | 11                     |
| Public Works Department                  | 54.9            | 57.75               | 59.7                             | 59.75                  |
| Community Development Department         | 68.15           | 74.2                | 75.13                            | 76.2                   |
| Parks & Recreation Department            | 81.5            | 81.5                | 81.5                             | 81.5                   |
| Mayor & Council                          | 8               | 8                   | 8                                | 8                      |
| Police Department                        | 209             | 207.78              | 206.78                           | 207.78                 |
| Library Department                       | 35.5            | 43.7                | 35.3                             | 42.1                   |
| City Administrator's Office              | 16              | 14                  | 14                               | 14                     |
| Finance Department                       | 34.32           | 35.32               | 36.32                            | 35.82                  |
| Fire Department                          | 103             | 104                 | 105                              | 104                    |
| City Attorney's Office                   | 16.75           | 15                  | 16.75                            | 15                     |
| Sustainability and Resilience Department | 0.75            | 0                   | 0                                | 0                      |
| <b>FTE COUNT</b>                         | <b>638.12</b>   | <b>652.25</b>       | <b>649.48</b>                    | <b>655.15</b>          |

### Fund Breakout

| Fund Name                      | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|--------------------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>               |                 |                     |                                  |                        |
| Solid Waste Fund               | 10.2            | 11.9                | 10.3                             | 10.79                  |
| Comm.Development Block Grant   | 0.83            | 0.8                 | 0.85                             | 0.8                    |
| Facilities Management Fund     | 41              | 30.8                | 37.75                            | 29.9                   |
| Fleet Maintenance Fund         | 13.2            | 11.75               | 11.8                             | 12.35                  |
| Fleet Replacement Fund         | 1.8             | 1.3                 | 1.45                             | 1.35                   |
| Information Technology Fund    | 19.25           | 31                  | 22                               | 32                     |
| County Library                 | 1.9             | 1.3                 | 1.1                              | 0.9                    |
| Self Insurance Trust Fund      | 5.18            | 4.18                | 4.18                             | 4.18                   |
| Wastewater Operating Fund      | 52.23           | 52.9                | 52.9                             | 52.9                   |
| Wildland Fire Suppress Assesmt | 3               | 1                   | 1                                | 1                      |
| Golf Course Fund               | 0.4             | 0.5                 | 0.5                              | 0.5                    |
| Police-Suppl Law Enf (SLESF)   | 1               | 1                   | 1                                | 1                      |
| City Affordable Housing        | 4.59            | 4.3                 | 4.4                              | 4.8                    |
| Water Operating Fund           | 79.53           | 76.85               | 76.65                            | 77.85                  |
| Creek Restor/Water Quality Imp | 8.975           | 9.75                | 9.8                              | 10.29                  |
| SB Clean Energy                | 1.1             | 3.6                 | 2.65                             | 8.42                   |
| Police Asset Forf and Grants   | 1               | 1.22                | 1.22                             | 1.22                   |
| Waterfront Operating Fund      | 47.125          | 47                  | 47                               | 46                     |
| Street Sweeping Fund           | 0.9             | 0.3                 | 0.3                              | 0.3                    |
| Federal Home Loan Program Fund | 0.27            | 0.32                | 0.34                             | 0.32                   |
| Streets Fund                   | 39.54           | 35.85               | 38.1                             | 29.05                  |
| Revolving Rehab Loan Fund      | 0               | 0                   | 0.18                             | 0                      |
| Perm Local Housing Alloc Fund  | 1.16            | 1.2                 | 1.1                              | 1.2                    |
| Downtown Parking Fund          | 23.9            | 24.5                | 23.9                             | 25                     |
| Rev Rehab                      | 0               | 0.18                | 0                                | 0.18                   |
| Airport Operating Fund         | 70.5            | 73                  | 73                               | 73                     |
| Misc. Grants - Library         | 0               | 3                   | 2.6                              | 3                      |
| General Fund                   | 638.12          | 652.25              | 649.48                           | 655.15                 |
| Energy and Climate Management  | 4.1             | 4.75                | 4.5                              | 0.5                    |
| Measure A                      | 0               | 11.2                | 8.1                              | 3220.55                |

| Fund Name | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|-----------|-----------------|---------------------|----------------------------------|------------------------|
| FTE COUNT | 1,070.8         | 1,097.7             | 1,088.15                         | 1,104.5                |

# General Fund & Measure C Capital Budget (by Department) for Fiscal Year 2024 & 2025

|                        |   | FY2024 Budget Proposal |           | FY2025 Budget Proposal |                         |
|------------------------|---|------------------------|-----------|------------------------|-------------------------|
| Department             | Project Description   | General Fund           | Measure C | General Fund           | Measure C               |
| Information Technology |   |                        |           |                        |                         |
|                        | Citywide EOC Technology & Equipment Upgrades                | \$100,000              |           |                        |                         |
|                        | Fire Station 1 Data Center Improvements                     | \$150,000              |           | \$60,000               |                         |
|                        | Infrastructure Replacements                                 | \$145,000              |           | \$220,000              |                         |
|                        | Applications Business Continuity Cloud Migration & Upgrades | \$150,000              |           | \$60,000               |                         |
|                        | Business Application Bridge Fund                            | \$50,000               |           | \$60,000               |                         |
|                        | Telcom Systems Review and Upgrade (IT)                      |                        |           | \$265,000              |                         |
|                        | Central Library Security Cameras phase 2 (Library)          |                        |           | \$60,000               |                         |
|                        | Travel Module (Finance)                                     |                        |           | \$30,000               |                         |
| Fire                   |   |                        |           |                        |                         |
|                        | Emergency Response Equipment Replacement                    |                        | \$370,000 |                        | \$370,000               |
|                        | Regional Dispatch   |                        |           |                        | \$850,000               |
|                        | Emergency Vehicle Electronic Infrastructure Upgrades        |                        | \$196,400 |                        |                         |
| Library                |   |                        |           |                        |                         |
|                        | Eastside Library Construction - Garage                      |                        | \$500,000 |                        |                         |
|                        | Central Library Faulkner Gallery AV Equipment Upgrade       |                        | \$145,000 |                        |                         |
|                        | Library Technology Replacement                              |                        | \$187,450 |                        | \$263,000               |
|                        | Central Library Service Elevator Replacement                |                        | \$160,000 |                        |                         |
|                        | Central Library Lobby Update                                |                        |           |                        | \$200,000               |
|                        | Central Library Roof Terrace Renovation                     |                        |           |                        | <sup>34</sup> \$200,000 |

|                               |   |  |             |  |             |
|-------------------------------|---|--|-------------|--|-------------|
|                               | Central Library Faulkner Gallery Kitchen                  |  | \$90,000    |  |             |
|                               | Central Library Exterior Faulkner Doors                   |  | \$125,000   |  |             |
|                               | Central Library Historic Doors and Tympanum               |  | \$250,000   |  |             |
| <b>Parks &amp; Recreation</b> |   |  |             |  |             |
|                               | Payback to Fleet Replacement Fund for Cabrillo Pavilion   |  | \$747,370   |  | \$902,327   |
|                               | West Beach Splash Playground                              |  | \$250,000   |  |             |
|                               | Alameda Plaza Renovation                                  |  | \$300,000   |  | \$500,000   |
|                               | Alice Keck Park Memorial Garden                           |  |             |  | \$200,000   |
|                               | Central City Master Plan - Spencer Adams Park             |  |             |  | \$500,000   |
|                               | Chase Palm Park Renovation                                |  |             |  | \$500,000   |
|                               | Dwight Murphy Field Renovation (match construction funds) |  | \$6,000,000 |  |             |
|                               | Franceschi Park Renovation                                |  | \$500,000   |  |             |
|                               | Hale Park Renovation/Open Space Management                |  |             |  | \$150,000   |
|                               | Honda Valley Open Space Management                        |  |             |  | \$150,000   |
|                               | Municipal Tennis Center                                   |  | \$500,000   |  |             |
|                               | Park Field Renewal and Irrigation                         |  |             |  | \$250,000   |
|                               | Park Restroom Renovation Program                          |  |             |  | \$150,000   |
|                               | Plaza del Mar Fencing                                     |  |             |  | \$250,000   |
|                               | Plaza Del Mar Band Shell Renovation                       |  |             |  | \$50,000    |
|                               | 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   |
|                               | Franklin Neighborhood Center Parking Lot                  |  |             |  | \$250,000   |
| <b>Police</b>                 |   |  |             |  |             |
|                               | Police Equipment Replacement                              |  | \$450,000   |  | \$450,000   |
|                               | New Police Station  |  | \$2,000,000 |  | \$700,000   |
| <b>Public Works</b>           |   |  |             |  |             |
|                               | Plaza De la Guerra Revitalization                         |  |             |  | \$1,200,000 |

|  |   |                    |                     |                  |                     |
|--|---|--------------------|---------------------|------------------|---------------------|
|  | <b>Business Corridor Improvements</b>                                       |                    | <b>\$500,000</b>    |                  | <b>\$500,000</b>    |
|  | <b>ADA - Transition Plan Implementation</b>                                 | <b>\$250,000</b>   |                     | <b>\$250,000</b> |                     |
|  | <b>ADA - Walkways and Building Pathways</b>                                 | <b>\$100,000</b>   |                     | <b>\$100,000</b> |                     |
|  | <b><u>Facilities</u></b>  |                    |                     |                  |                     |
|  | <b>Corporate Yard Repaving</b>  |                    |                     |                  | <b>\$100,000</b>    |
|  | <b>Corp Yard Master Plan</b>  |                    |                     |                  | <b>\$150,000</b>    |
|  | <b>Minor Renewal La Mesa Park Restrooms</b>                                 |                    |                     |                  | <b>\$105,000</b>    |
|  | <b>Radio System Upgrade Project</b>   | <b>\$2,700,000</b> |                     |                  | <b>\$2,000,000</b>  |
|  | <b>Facilities Renewal, Annual Sewer Lateral Repair</b>                      |                    | <b>\$20,000</b>     |                  |                     |
|  | <b>Facilities Renewal, Building Security Upgrades</b>                       |                    | <b>\$150,000</b>    |                  |                     |
|  | <b>Facilities Renewal, Flooring, Paint, and Finishes</b>                    |                    | <b>\$100,000</b>    |                  |                     |
|  | <b>Facilities Renewal, HVAC Maintenance &amp; Replacement</b>               |                    | <b>\$300,000</b>    |                  |                     |
|  | <b>Facilities Renewal, Miscellaneous Minor Facilities Projects</b>          |                    | <b>\$480,000</b>    |                  | <b>\$480,000</b>    |
|  | <b>Paving at City Facilities</b>  |                    | <b>\$200,000</b>    |                  | <b>\$200,000</b>    |
|  | <b><u>Streets</u></b>   |                    |                     |                  |                     |
|  | <b>Milpas Street Crosswalk Safety and Sidewalk Widening Project</b>         |                    | <b>\$500,000</b>    |                  | <b>\$250,000</b>    |
|  | <b>Cliff Drive: Urban Highway to Complete Street Transformation Project</b> |                    | <b>\$900,000</b>    |                  | <b>\$1,000,000</b>  |
|  | <b>Westside and Lower West Active Transportation Plan Implementation</b>    |                    | <b>\$75,000</b>     |                  | <b>\$500,000</b>    |
|  | <b>Corridor Improv: Lower State Street Connectivity Project</b>             |                    | <b>\$2,500,000</b>  |                  |                     |
|  | <b>De La Vina Street Bridge Replacement Project</b>                         |                    | <b>\$1,000,000</b>  |                  |                     |
|  | <b>Drainage: Citywide Drainage Maintenance and Improvements (Annual)</b>    |                    | <b>\$400,000</b>    |                  | <b>\$400,000</b>    |
|  | <b>Maintenance: Pavement Maintenance (Annual)</b>                           |                    | <b>\$19,400,000</b> |                  | <b>\$15,000,000</b> |
|  | <b>Drainage: Citywide Drainage Assessment</b>                               |                    | <b>\$300,000</b>    |                  | <b>\$300,000</b>    |
|  | <b>Pedestrian Enhancement: Sidewalk Infill (Annual)</b>                     |                    | <b>\$100,000</b>    |                  | <b>\$100,000</b>    |
|  | <b>Maintenance: Sidewalks (Annual)</b>                                      |                    | <b>\$1,150,000</b>  |                  | <b>\$1,150,000</b>  |
|  | <b>Pedestrian Enhancement: Sidewalk Access</b>                              |                    | <b>\$750,000</b>    |                  | <b>\$750,000</b>    |



|                             |  |             |              |             |              |
|-----------------------------|--|-------------|--------------|-------------|--------------|
|                             | Ramps (Annual)   |             |              |             |              |
|                             | Streetlights: Citywide Street Light Improvements Maint. & Repair         |             | \$300,000    |             |              |
|                             | Traffic Signal Improvements  |             | \$270,000    |             | \$270,000    |
|                             | Traffic Signal Maintenance: Traffic Signal Maintenance Program           |             | \$350,000    |             | \$350,000    |
|                             | Laguna Pump Station (FEMA match)   |             |              |             | \$1,200,000  |
|                             | Gibraltar and Skofield - 25% match                                       |             |              |             | \$250,000    |
|                             | <u>Downtown Parking</u>  |             |              |             |              |
|                             | Parking Garages Floor Joints & Deck                                      |             |              |             | \$325,000    |
|                             | Rey Road Public Lot Improvement  |             |              |             | \$50,000     |
|                             | Lot 9 Repair   |             |              |             | \$250,000    |
|                             | Revenue Control System   |             |              |             | \$1,500,000  |
|                             | Amtrak Building Column Repair  |             |              |             | \$225,000    |
| Sustainability & Resilience |  |             |              |             |              |
|                             | Electric Vehicle Infrastructure (Charger stations, zero emission policy) |             |              |             | \$150,000    |
| City Administrator          |  |             |              |             |              |
|                             | Homeless Response  |             | \$500,000    |             | \$203,796    |
| Community Development       |  |             |              |             |              |
|                             | State Street Promenade Plan & Redesign                                   |             | \$500,000    |             | \$500,000    |
|                             |  |             |              |             |              |
|                             | Total  | \$3,645,000 | \$44,378,220 | \$1,105,000 | \$37,313,123 |

# Enterprise & Other Funds Capital Budget (by Department) for Fiscal Year 2024 & 2025

|              |   | FY 2024 Adopted | FY 2025 Adopted |
|--------------|---|-----------------|-----------------|
| Department   | Project Description                           |                 |                 |
| Public Works |   |                 |                 |
|              | <u>Streets Capital Fund</u>                   |                 |                 |
|              | Overlays                                      | \$4,282,109     | \$2,200,000     |
|              | <u>Water Capital Fund</u>                     |                 |                 |
|              | Cater Treatment Plant Equipment               | \$536,000       | \$700,000       |
|              | Water Meter Replacement Program               | \$171,000       | \$171,000       |
|              | Main Replacement                              | \$11,275,500    | \$16,450,000    |
|              | Recycled Water/City Facilities R              | \$110,000       | \$110,000       |
|              | Recycles Water Plant                          |                 | \$255,000       |
|              | Ground Water Development                      | \$460,500       | \$460,500       |
|              | Sea-Level Rise Adaptation Prog                | \$50,000        | \$50,000        |
|              | Desalination Facility                         | \$5,700,000     | \$3,525,000     |
|              | Pump Station Rehab                            | \$220,500       | \$1,150,000     |
|              | Dist Reservoir Maint Prog                     | \$1,090,500     | \$1,200,000     |
|              | <u>Measure A Capital Fund</u>                 |                 |                 |
|              | Carpinteria Street Bridge Replacement Project | \$735,514       |                 |
|              | Traffic Safety/Capacity Improvements          | \$50,000        | \$50,000        |
|              | Bridge Preventative Maintenance Project       | \$50,000        | \$50,000        |

|  |                                 |             |             |
|--|---------------------------------|-------------|-------------|
|  | Post Bridge Construction Monit  | \$50,000    | \$50,000    |
|  | Mission Creek Flood Control-Pa  | \$25,000    |             |
|  | Sidewalk Repairs                | \$100,000   |             |
|  | Sidewalk Access Ramps           | \$100,000   |             |
|  | Streets Engineering             | \$225,000   |             |
|  | Overlays                        | \$98,378    |             |
|  | <u>Downtown Parking Fund</u>    |             |             |
|  | Lot 6 Roof Repair               | \$300,000   |             |
|  | Lot 7 Roof Repair               | \$175,000   |             |
|  | Lot 11 Trellis Repair           | \$100,000   |             |
|  | Parking Garages Floor & Deck    | \$325,000   |             |
|  | Paseo Enhancement & Replacement | \$325,000   |             |
|  | Rey Rd. Public Parking Lot Imp. | \$50,000    |             |
|  | Trash Enclosure Repair          | \$125,000   |             |
|  | Pavement Surface & Paseo Main   | \$250,000   | \$250,000   |
|  | Revenue Control System          | \$60,000    |             |
|  | Parking Lot Maint(Parking Fund) | \$200,000   | \$200,000   |
|  | <u>Wastewater Capital Fund</u>  |             |             |
|  | El Estero Equipment Rehab       | \$800,000   | \$150,000   |
|  | Sanitary Sewer Overflow Compli  | \$2,225,000 | \$4,175,500 |
|  | El Estero Strategic Plan Imple  | \$550,000   | \$150,000   |
|  | WW Lift Station Rehabilitation  | \$1,300,000 | \$500,000   |
|  | Sea-Level Rise Adaptation Prog  | \$50,000    | \$50,000    |
|  | Sanitary Sewer Cap Improv Prog  | \$1,000,000 | \$250,000   |

| Airport                     |  |             |           |
|-----------------------------|--|-------------|-----------|
|                             | Airline Terminal Improvements                  | \$100,000   | \$245,000 |
|                             | Lessee Building Maintenance                    | \$150,000   | \$150,000 |
|                             | South Airfield Development Parking             | \$1,000,000 | \$525,000 |
|                             | Airport Share of AIP Grants for FY25           | \$594,398   | \$788,330 |
|                             | Pass. Boarding Bridget Reno & Maint            | \$75,000    | \$75,000  |
|                             | 495 Fairview Hangar Projects                   | \$100,000   | \$350,000 |
|                             | Airport Streets                                | \$150,000   | \$150,000 |
|                             | Airport Infrastructure Mainten                 | \$50,000    | \$50,000  |
|                             | AOA Pavement Maintenance                       | \$150,000   | \$150,000 |
|                             | Airport Master Drainage Plan Update            |             | \$200,000 |
|                             | 6190 Botello Remodel                           |             | \$100,000 |
|                             | IT Integration Projects                        |             | \$80,000  |
|                             | Terminal Crosswalk at Moddett PI               |             | \$100,000 |
| Parks & Recreation          |  |             |           |
|                             | <u>Golf Fund</u>                               |             |           |
|                             | Player Course Improvements                     | \$65,000    | \$65,000  |
|                             | Power Turf Equipment                           | \$75,000    | \$150,000 |
|                             | Golf-Course Imprvmnt Plan Proj                 | \$235,000   | \$235,000 |
|                             | Golf Club Infrastruct Renewal                  | \$150,000   | \$150,000 |
| Sustainability & Resilience |  |             |           |
|                             | <u>Creek Restoration/Water Quality Capital</u> |             |           |
|                             | Lower Arroyo Burro Restoration                 | \$200,000   | \$200,000 |
|                             | San Roque Creek Restoration                    | \$150,000   | \$150,000 |

|                               |                                       |           |           |
|-------------------------------|---------------------------------------|-----------|-----------|
|                               | Rattlesnake Creek Restoration Project | \$200,000 | \$200,000 |
|                               | Upper MC Restoration Project          | \$250,000 | \$250,000 |
|                               | OMC at West Figueroa                  | \$250,000 | \$250,000 |
|                               | Lower Mission Creek Restoration       | \$300,000 | \$300,000 |
|                               | Las Positas Creek Restoration         | \$300,000 | \$300,000 |
|                               | Mid-Arroyo Burro Restoration          | \$200,000 | \$200,000 |
|                               | Low Impact Development Demonst        | \$150,000 | \$150,000 |
|                               | Bacterial Reduction Program           | \$50,000  | \$50,000  |
|                               | Sycamore Creek Watershed Restoration  | \$250,000 | \$250,000 |
|                               | Urban Creeks Trails & Access          |           | \$100,000 |
|                               | Arroyo Burro Restor Palermo Dr        | \$250,000 | \$250,000 |
| <b>Information Technology</b> |                                       |           |           |
|                               | Network Infrastructure                | \$130,000 | \$220,000 |
|                               | Desktop Computer Replacement          | \$240,830 | \$242,810 |
|                               | Fire Station 1 Comp Rm Upgrade        | \$250,000 | \$60,000  |
|                               | App. Busi. Continuity Cloud Upgrade   | \$50,000  | \$60,000  |
|                               | Business Application Bridge Fund      | \$50,000  | \$60,000  |
| <b>Waterfront</b>             |                                       |           |           |
|                               | Harbor Way Conceptual Design          | \$25,000  |           |
|                               | Marina Annual Mtnce Repair Pgm        | \$500,000 | \$350,000 |
|                               | Stearns Whrf Annual Repair Pgm        | \$500,000 | \$550,000 |
|                               | Waterfront Fire Alarm Systems         |           | \$95,000  |

|  |                                     |                     |                     |
|--|-------------------------------------|---------------------|---------------------|
|  | Repower Harbor Patrol Vessels       | \$150,000           | \$200,000           |
|  | Solar Thermal Panels                | \$50,000            | \$75,000            |
|  | Parking Self Pay System             | \$90,000            | \$90,000            |
|  | Slip Metering Program               |                     | \$100,000           |
|  | Waterfront Roof Replacement Program |                     | \$240,000           |
|  | Utility Dock Replacement Program    |                     | \$100,000           |
|  | Marina Dock Replacement Program     |                     | \$75,000            |
|  | Marina Management Software          |                     | \$100,000           |
|  | Harbor Parking Lot Improvement      | \$100,000           | \$150,000           |
|  |                                     |                     |                     |
|  | <b>Total</b>                        | <b>\$40,745,229</b> | <b>\$41,128,140</b> |

# 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

**Department Website:** <https://flysba.santabarbaraca.gov/>

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.

The Airport is responsible for the following programs:

- **Airport Administration & Business**
- **Property & Air Services Management**
- **Airport Marketing & Communications**
- **Airport Facilities Maintenance**
- **Air Operations Area Maintenance**
- **Airport Law Enforcement**
- **Airport Certification & Operations**
- **Airport Facility Planning & Development**

## Authorized Positions

| Department         | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|--------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>   |                 |                     |                                  | <b>43</b>              |
| Airport Department | 70.5            | 73                  | 73                               | 73                     |

| Department | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------|-----------------|---------------------|----------------------------------|------------------------|
| FTE COUNT  | 70.5            | 73                  | 73                               | 73                     |



# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$35,122,699       | \$45,489,573           | \$37,868,795                      | \$40,111,984              |
| Expenses               | \$34,122,426       | \$59,241,709           | \$37,070,352                      | \$39,806,141              |
| REVENUES LESS EXPENSES | \$1,000,273        | -\$13,752,136          | \$798,443                         | \$305,843                 |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty   | \$26,959,363       | \$29,581,844           | \$30,364,742                      | \$31,994,937              |
| Internal Charges       | \$4,618,716        | \$3,630,532            | \$3,619,398                       | \$4,213,330               |
| Fees & Service Charges | \$2,546,405        | \$3,617,368            | \$3,695,889                       | \$3,695,889               |
| Intergovernmental      | \$889,745          | \$8,454,236            | \$0                               | \$0                       |
| Other Revenues         | \$108,469          | \$205,593              | \$188,767                         | \$207,827                 |
| TOTAL                  | \$35,122,699       | \$45,489,573           | \$37,868,795                      | \$40,111,984              |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$9,594,062        | \$10,910,558           | \$9,701,023                       | \$9,924,690               |
| Salaries                 | \$6,637,527        | \$7,650,803            | \$7,978,198                       | \$8,114,402               |
| Capital Equip & Projects | \$2,998,960        | \$20,746,706           | \$2,369,398                       | \$2,963,330               |
| Transfers                | \$7,110,888        | \$6,400,822            | \$6,493,931                       | \$6,976,425               |
| Benefits                 | \$3,400,979        | \$3,760,576            | \$3,902,252                       | \$5,006,427               |
| Allocated Costs          | \$2,897,451        | \$3,369,035            | \$3,674,804                       | \$3,724,335               |
| Special Projects         | \$1,237,059        | \$4,020,780            | \$792,500                         | \$792,500                 |
| Debt Services & Other    | \$34,734           | \$2,120,469            | \$1,981,526                       | \$2,048,226               |
| Non-Capital Equipment    | \$102,336          | \$261,960              | \$176,720                         | \$255,806                 |
| Other                    | \$108,429          | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$34,122,426       | \$59,241,709           | \$37,070,352                      | \$39,806,141              |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Airport Operating Fund | \$32,554,595       | \$41,777,316           | \$34,075,856                      | \$36,242,945              |
| Airport PFC Fund       | \$2,450,181        | \$2,680,199            | \$2,759,970                       | \$2,834,170               |
| Airport CFC Fund       | \$117,923          | \$1,032,057            | \$1,032,969                       | \$1,034,869               |
| TOTAL                  | \$35,122,699       | \$45,489,573           | \$37,868,795                      | \$40,111,984              |

## Expenditure Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Airport Operating Fund | \$33,079,875       | \$55,529,453           | \$33,277,413                      | \$35,939,257              |
| Airport PFC Fund       | \$910,000          | \$2,680,199            | \$2,759,970                       | \$2,834,170               |
| Airport CFC Fund       | \$61,170           | \$1,032,057            | \$1,032,969                       | \$1,032,714               |
| TOTAL                  | \$34,051,045       | \$59,241,709           | \$37,070,352                      | \$39,806,141              |

## 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.

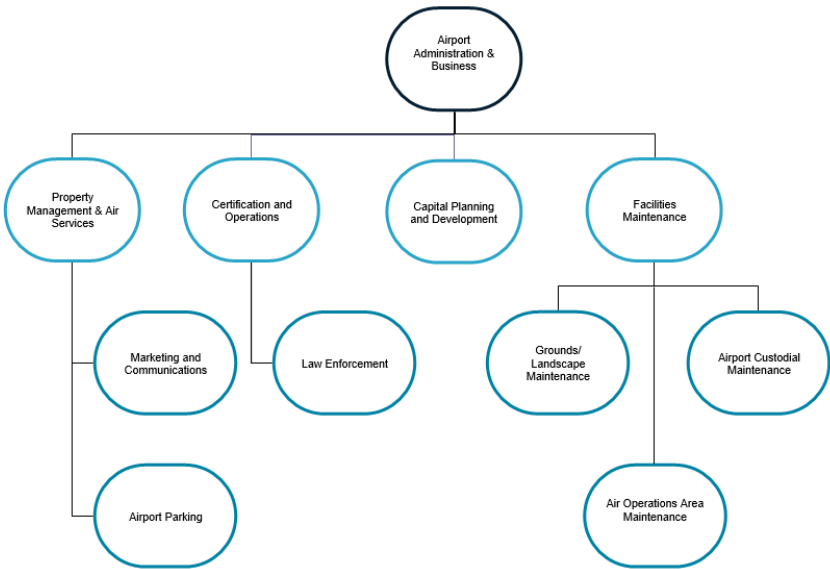
### INNOVATION

- 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 | Reporting Period |
|-----------------------------|--|---|-----------------|--------|------------------|
| 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      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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  | Percent         | 0      | 2025, Baseline   |
| Innovation                  | Administer a safe, secure, and efficient airport by developing and supporting world-class facilities that meet community demand.       | Safety Procedure Enhancements: Identify at least one new safety measure following any workplace injury.   | Numeric Value   | 1      | 2025, Baseline   |
| 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  | Percent         | 5      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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     | 2025, Baseline   |
| 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                                  | Numeric Value   | 2      | 2025, Baseline   |
| 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     | 2025, Baseline   |

| Pillar | Department Goal | Performance Measure | Unit of Measure | Target | Reporting Period |
|--------|-----------------|---------------------|-----------------|--------|------------------|
|        |                 |                     |                 | 191    |                  |

# Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$1,510,763        | \$1,672,191            | \$1,322,602                       | \$1,387,940               |
| REVENUES LESS EXPENSES | -\$1,510,763       | -\$1,672,191           | -\$1,322,602                      | -\$1,387,940              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$457,039          | \$475,160              | \$498,761                         | \$498,885                 |
| Special Projects      | \$591,656          | \$523,219              | \$140,000                         | \$140,000                 |
| Benefits              | \$252,325          | \$267,308              | \$276,653                         | \$325,975                 |
| Supplies & Services   | \$103,881          | \$214,765              | \$214,765                         | \$214,765                 |
| Allocated Costs       | \$105,861          | \$166,739              | \$167,424                         | \$183,315                 |
| Non-Capital Equipment | \$0                | \$25,000               | \$25,000                          | \$25,000                  |
| TOTAL                 | \$1,510,763        | \$1,672,191            | \$1,322,602                       | \$1,387,940               |

# Airport Administration & Business

*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.

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$687,843          | \$3,464,875            | \$2,807,832                       | \$3,038,732               |
| Expenses               | \$9,381,528        | \$9,123,062            | \$9,808,088                       | \$10,326,451              |
| REVENUES LESS EXPENSES | -\$8,693,685       | -\$5,658,187           | -\$7,000,256                      | -\$7,287,719              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges       | \$109,620          | \$1,083,632            | \$1,000,000                       | \$1,000,000               |
| Use Of Money & Prpty   | \$462,143          | \$917,149              | \$779,963                         | \$1,010,863               |
| Fees & Service Charges | \$115,680          | \$1,000,000            | \$1,000,000                       | \$1,000,000               |
| Intergovernmental      | \$0                | \$437,036              | \$0                               | \$0                       |
| Other Revenues         | \$400              | \$27,057               | \$27,869                          | 49 \$27,869               |

|              | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------|--------------------|------------------------|-----------------------------------|---------------------------|
| <b>TOTAL</b> | <b>\$687,843</b>   | <b>\$3,464,875</b>     | <b>\$2,807,832</b>                | <b>\$3,038,732</b>        |

**Expenditure Detail**

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Transfers             | \$5,749,060        | \$4,863,508            | \$5,583,931                       | \$6,058,925               |
| Allocated Costs       | \$2,074,473        | \$2,342,519            | \$2,640,824                       | \$2,631,054               |
| Salaries              | \$660,826          | \$686,580              | \$728,032                         | \$730,514                 |
| Supplies & Services   | \$496,736          | \$549,669              | \$379,883                         | \$381,771                 |
| Benefits              | \$375,289          | \$328,516              | \$341,861                         | \$390,631                 |
| Debt Services & Other | \$20,653           | \$350,270              | \$131,556                         | \$131,556                 |
| Non-Capital Equipment | \$2,910            | \$1,000                | \$1,000                           | \$1,000                   |
| Special Projects      | \$1,580            | \$1,000                | \$1,000                           | \$1,000                   |
| <b>TOTAL</b>          | <b>\$9,381,528</b> | <b>\$9,123,062</b>     | <b>\$9,808,088</b>                | <b>\$10,326,451</b>       |

# Airport Certification & 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$6,626,524        | \$6,869,635            | \$6,987,585                       | \$7,214,786               |
| REVENUES LESS EXPENSES | -\$6,626,524       | -\$6,869,635           | -\$6,987,585                      | -\$7,214,786              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$3,916,865        | \$3,950,781            | \$3,954,643                       | \$3,780,621               |
| Salaries              | \$1,593,116        | \$1,718,084            | \$1,820,809                       | \$1,921,062               |
| Benefits              | \$744,519          | \$878,785              | \$911,269                         | \$1,170,061               |
| Allocated Costs       | \$164,042          | \$213,144              | \$213,144                         | \$255,321                 |
| Non-Capital Equipment | \$22,101           | \$108,841              | \$87,720                          | \$87,720                  |
| Other                 | \$108,429          | \$0                    | \$0                               | \$0                       |
| Special Projects      | \$63,370           | \$0                    | \$0                               | \$0                       |
| Debt Services & Other | \$14,081           | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$6,626,524        | \$6,869,635            | \$6,987,585                       | \$7,214,786               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$3,823,784        | \$1,669,585            | \$2,369,398                       | \$2,963,330               |
| Expenses               | \$7,426,990        | \$18,715,159           | \$8,042,768                       | \$8,875,762               |
| REVENUES LESS EXPENSES | -\$3,603,205       | -\$17,045,574          | -\$5,673,370                      | -\$5,912,432              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$3,822,583        | \$1,669,585            | \$2,369,398                       | \$2,963,330               |
| Other Revenues   | \$1,201            | \$0                    | \$0                               | \$0                       |
| TOTAL            | \$3,823,784        | \$1,669,585            | \$2,369,398                       | \$2,963,330               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$2,027,193        | \$12,184,850           | \$2,369,398                       | \$2,963,330               |
| Supplies & Services      | \$2,661,623        | \$3,089,724            | \$2,727,371                       | \$3,050,371               |
| Salaries                 | \$1,423,641        | \$1,528,047            | \$1,622,599                       | \$1,496,141               |
| Benefits                 | \$820,944          | \$878,601              | \$909,999                         | \$1,013,930               |
| Allocated Costs          | \$284,582          | \$380,622              | \$387,401                         | \$325,990                 |
| Transfers                | \$171,328          | \$627,314              | \$0                               | \$0                       |
| Non-Capital Equipment    | \$37,679           | \$26,000               | \$26,000                          | \$26,000                  |
| TOTAL                    | \$7,426,990        | \$18,715,159           | \$8,042,768                       | \$8,875,762               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$280,500          | \$0                    | \$0                               | \$0                       |
| Expenses               | \$1,319,341        | \$3,426,847            | \$1,268,242                       | \$1,321,651               |
| REVENUES LESS EXPENSES | -\$1,038,841       | -\$3,426,847           | -\$1,268,242                      | -\$1,321,651              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$280,500          | \$0                    | \$0                               | \$0                       |
| TOTAL            | \$280,500          | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$496,545          | \$704,230              | \$751,695                         | \$768,112                 |
| Special Projects         | \$0                | \$2,023,790            | \$0                               | \$0                       |
| Salaries                 | \$351,439          | \$306,049              | \$327,356                         | \$339,600                 |
| Benefits                 | \$160,552          | \$147,507              | \$153,417                         | \$175,660                 |
| Transfers                | \$280,500          | \$0                    | \$0                               | \$0                       |
| Capital Equip & Projects | \$0                | \$209,498              | \$0                               | \$0                       |
| Allocated Costs          | \$22,294           | \$32,773               | \$32,773                          | \$35,279                  |
| Non-Capital Equipment    | \$8,011            | \$3,000                | \$3,000                           | \$3,000                   |
| TOTAL                    | \$1,319,341        | \$3,426,847            | \$1,268,242                       | \$1,321,651               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$85,367           | \$112,434              | \$108,508                         | \$112,441                 |
| Expenses               | \$2,819,042        | \$3,645,528            | \$3,720,462                       | \$4,484,840               |
| REVENUES LESS EXPENSES | -\$2,733,674       | -\$3,533,094           | -\$3,611,953                      | -\$4,372,399              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$85,367           | \$112,434              | \$108,508                         | \$112,441                 |
| TOTAL          | \$85,367           | \$112,434              | \$108,508                         | \$112,441                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$1,742,932        | \$2,270,608            | \$2,376,491                       | \$2,436,299               |
| Benefits              | \$784,873          | \$959,156              | \$995,892                         | \$1,525,276               |
| Allocated Costs       | \$202,018          | \$187,736              | \$187,736                         | \$237,606                 |
| Supplies & Services   | \$59,631           | \$137,517              | \$130,342                         | \$176,573                 |
| Non-Capital Equipment | \$29,588           | \$90,512               | \$30,000                          | \$109,086                 |
| TOTAL                 | \$2,819,042        | \$3,645,528            | \$3,720,462                       | \$4,484,840               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$798,923          | \$1,137,436            | \$999,320                         | \$1,014,917               |
| REVENUES LESS EXPENSES | -\$798,923         | -\$1,137,436           | -\$999,320                        | -\$1,014,917              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$532,741          | \$704,400              | \$643,936                         | \$643,936                 |
| Salaries              | \$163,158          | \$201,839              | \$219,721                         | \$217,373                 |
| Benefits              | \$91,684           | \$105,388              | \$109,854                         | \$125,733                 |
| Special Projects      | \$521              | \$111,500              | \$11,500                          | \$11,500                  |
| Allocated Costs       | \$9,366            | \$11,309               | \$11,309                          | \$13,375                  |
| Non-Capital Equipment | \$1,454            | \$3,000                | \$3,000                           | \$3,000                   |
| TOTAL                 | \$798,923          | \$1,137,436            | \$999,320                         | \$1,014,917               |

\*This program does not generate revenue.

# Property & Air Services Management

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$20,556,199       | \$22,351,792           | \$22,626,687                      | \$23,944,110              |
| Expenses               | \$697,256          | \$1,458,081            | \$749,299                         | \$931,521                 |
| REVENUES LESS EXPENSES | \$19,858,943       | \$20,893,711           | \$21,877,388                      | \$23,012,589              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty   | \$20,531,315       | \$22,284,022           | \$22,572,578                      | \$23,874,874              |
| Other Revenues         | \$23,336           | \$66,101               | \$52,390                          | \$67,517                  |
| Fees & Service Charges | \$1,548            | \$1,669                | \$1,719                           | \$1,719                   |
| TOTAL                  | \$20,556,199       | \$22,351,792           | \$22,626,687                      | \$23,944,110              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$245,376          | \$441,207              | \$360,271                         | \$450,449                 |
| Supplies & Services   | \$245,680          | \$798,372              | \$162,836                         | \$172,989                 |
| Benefits              | \$170,793          | \$183,309              | \$190,999                         | \$264,688                 |
| Allocated Costs       | \$34,815           | \$34,193               | \$34,193                          | \$42,395                  |
| Non-Capital Equipment | \$592              | \$1,000                | \$1,000                           | \$1,000                   |
| TOTAL                 | \$697,256          | \$1,458,081            | \$749,299                         | \$931,521                 |

# 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

Department Website: <https://santabarbaraca.gov/government/city-hall/city-administrator>

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.

The City Administrator's Office is responsible for the following programs:

- [City Clerk's Office](#)
- [City Administrator](#)
- [City TV - Channel 18](#)

## Authorized Positions

| Department                  | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|-----------------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>            |                 |                     |                                  |                        |
| City Administrator's Office | 16              | 14                  | 14                               | 14                     |
| <b>FTE COUNT</b>            | <b>16</b>       | <b>14</b>           | <b>14</b>                        | <b>14</b>              |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$138,722          | \$253,688              | \$298,015                         | \$276,584                 |
| Expenses               | \$3,609,614        | \$4,522,855            | \$4,088,078                       | \$4,670,671               |
| REVENUES LESS EXPENSES | -\$3,470,893       | -\$4,269,167           | -\$3,790,063                      | -\$4,394,087              |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues         | \$138,450          | \$157,858              | \$197,001                         | \$175,570                 |
| Taxes                  | \$0                | \$81,510               | \$85,586                          | \$85,586                  |
| Fees & Service Charges | \$272              | \$14,320               | \$15,428                          | \$15,428                  |
| TOTAL                  | \$138,722          | \$253,688              | \$298,015                         | \$276,584                 |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$1,817,583        | \$1,882,129            | \$2,048,103                       | \$2,157,667               |
| Benefits              | \$999,550          | \$941,373              | \$939,795                         | \$1,091,978               |
| Supplies & Services   | \$210,099          | \$316,344              | \$678,256                         | \$694,350                 |
| Allocated Costs       | \$316,143          | \$294,856              | \$314,924                         | \$335,879                 |
| Special Projects      | \$74,487           | \$750,463              | \$0                               | \$283,796                 |
| Non-Capital Equipment | \$191,752          | \$137,691              | \$107,000                         | \$107,000                 |
| Transfers             | \$0                | \$200,000              | \$0                               | \$0                       |
| TOTAL                 | \$3,609,614        | \$4,522,855            | \$4,088,078                       | \$4,670,671               |

# Revenue & Expenditure By Fund

## Revenue Detail

|              | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund | \$138,722          | \$253,688              | \$298,015                         | \$276,584                 |
| TOTAL        | \$138,722          | \$253,688              | \$298,015                         | \$276,584                 |

## Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund        | \$3,609,614        | \$4,022,855            | \$4,088,078                       | \$4,466,875               |
| Measure C - Capital | \$0                | \$500,000              | \$0                               | \$203,796                 |
| TOTAL               | \$3,609,614        | \$4,522,855            | \$4,088,078                       | \$4,670,671               |

# 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

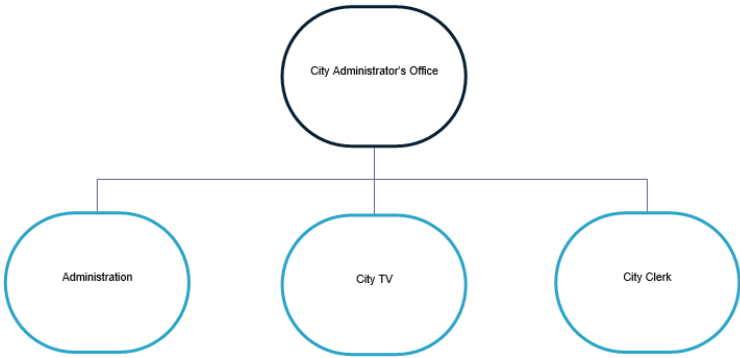
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

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 | Reporting Period |
|-----------------------------|---|--|-----------------|--------|------------------|
| 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      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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   | 2      | 2025, Baseline   |
|                             |   |  |                 | 4      |                  |

Department Organizational Chart



# 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 fifteen 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

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$0                | \$95,510               | \$100,286                         | \$100,286                 |
| Expenses               | \$2,235,167        | \$3,167,816            | \$2,315,353                       | \$2,803,785               |
| REVENUES LESS EXPENSES | -\$2,235,167       | -\$3,072,306           | -\$2,215,067                      | -\$2,703,499              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Taxes                  | \$0                | \$81,510               | \$85,586                          | \$85,586                  |
| Fees & Service Charges | \$0                | \$14,000               | \$14,700                          | \$14,700                  |
| TOTAL                  | \$0                | \$95,510               | \$100,286                         | \$100,286                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$1,153,632        | \$1,226,924            | \$1,327,266                       | \$1,432,648               |
| Benefits            | \$683,968          | \$635,849              | \$606,505                         | \$708,983                 |
| Special Projects    | \$74,487           | \$750,463              | \$0                               | \$283,796                 |
| Allocated Costs     | \$178,868          | \$175,334              | \$191,302                         | \$203,986                 |
| Supplies & Services | \$144,212          | \$179,246              | \$190,279                         | \$174,372                 |
| Transfers           | \$0                | \$200,000              | \$0                               | \$0                       |
| TOTAL               | \$2,235,167        | \$3,167,816            | \$2,315,353                       | \$2,803,785               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$5,860            | \$4,934                | \$5,728                           | \$5,728                   |
| Expenses               | \$677,655          | \$743,335              | \$1,169,056                       | \$1,242,002               |
| REVENUES LESS EXPENSES | -\$671,795         | -\$738,401             | -\$1,163,328                      | -\$1,236,274              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues         | \$5,588            | \$4,614                | \$5,000                           | \$5,000                   |
| Fees & Service Charges | \$272              | \$320                  | \$728                             | \$728                     |
| TOTAL                  | \$5,860            | \$4,934                | \$5,728                           | \$5,728                   |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$368,752          | \$374,577              | \$418,747                         | \$420,237                 |
| Supplies & Services | \$40,012           | \$108,314              | \$458,177                         | \$490,178                 |
| Benefits            | \$192,399          | \$182,005              | \$210,208                         | \$245,194                 |
| Allocated Costs     | \$76,451           | \$78,439               | \$81,924                          | 61 \$86,393               |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Non-Capital Equipment | \$41               | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$677,655          | \$743,335              | \$1,169,056                       | \$1,242,002               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$132,862          | \$153,244              | \$192,001                         | \$170,570                 |
| Expenses               | \$696,793          | \$611,705              | \$603,669                         | \$624,883                 |
| REVENUES LESS EXPENSES | -\$563,931         | -\$458,461             | -\$411,668                        | -\$454,313                |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$132,862          | \$153,244              | \$192,001                         | \$170,570                 |
| TOTAL          | \$132,862          | \$153,244              | \$192,001                         | \$170,570                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$295,199          | \$280,628              | \$302,089                         | \$304,782                 |
| Non-Capital Equipment | \$191,711          | \$137,691              | \$107,000                         | \$107,000                 |
| Benefits              | \$123,183          | \$123,519              | \$123,082                         | \$137,801                 |
| Allocated Costs       | \$60,824           | \$41,083               | \$41,698                          | \$45,500                  |
| Supplies & Services   | \$25,875           | \$28,784               | \$29,800                          | \$29,800                  |
| TOTAL                 | \$696,793          | \$611,705              | \$603,669                         | \$624,883                 |

# 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

Department Website: <https://santabarbaraca.gov/government/departments/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.

The City Attorney's Office is responsible for the following program:

- **City Attorney's Office**

## Authorized Positions

| Department             | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>       |                 |                     |                                  |                        |
| City Attorney's Office | 16.75           | 15                  | 16.75                            | 15                     |
| <b>FTE COUNT</b>       | <b>16.75</b>    | <b>15</b>           | <b>16.75</b>                     | <b>15</b>              |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$312,257          | \$250,000              | \$0                               | \$0                       |
| Expenses               | \$4,455,821        | \$6,542,784            | \$5,453,661                       | \$5,864,762               |
| REVENUES LESS EXPENSES | -\$4,143,564       | -\$6,292,784           | -\$5,453,661                      | -\$5,864,762              |

## Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$312,257          | \$250,000              | \$0                               | \$0                       |
| TOTAL          | \$312,257          | \$250,000              | \$0                               | \$0                       |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$2,705,042        | \$2,946,465            | \$3,076,118                       | \$2,811,297               |
| Benefits                 | \$1,180,485        | \$1,264,481            | \$1,301,114                       | \$1,374,269               |
| Supplies & Services      | \$183,016          | \$1,778,379            | \$555,011                         | \$1,191,081               |
| Allocated Costs          | \$130,262          | \$523,077              | \$530,576                         | \$247,275                 |
| Transfers                | \$0                | \$0                    | \$0                               | \$250,000                 |
| Debt Services & Other    | \$212,174          | \$30,382               | -\$9,159                          | -\$9,159                  |
| Capital Equip & Projects | \$42,257           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment    | \$2,585            | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$4,455,821        | \$6,542,784            | \$5,453,661                       | \$5,864,762               |

# Revenue & Expenditure By Fund

## Revenue Detail

|              | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund | \$312,257          | \$250,000              | \$0                               | \$0                       |
| TOTAL        | \$312,257          | \$250,000              | \$0                               | \$0                       |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund          | \$4,455,035        | \$6,542,784            | \$5,453,661                       | \$5,864,762               |
| Special Revenue Funds | \$786              | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$4,455,821        | \$6,542,784            | \$5,453,661                       | \$5,864,762               |

# 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

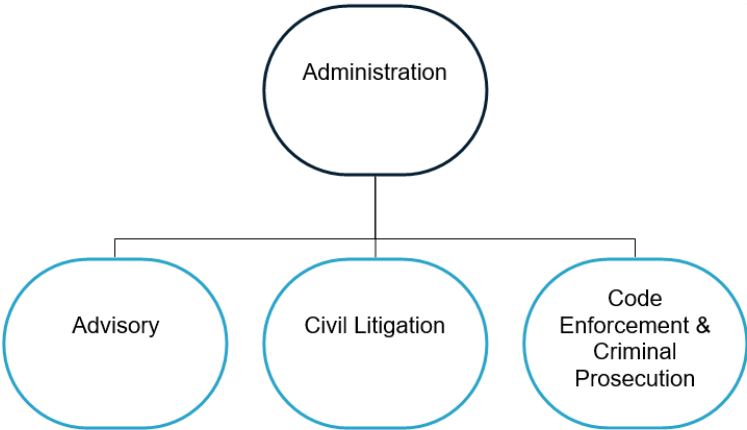
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

## 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      |
| 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      |
| 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      |
|                             |  |   |                 | 4      |

# Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$312,257          | \$250,000              | \$0                               | \$0                       |
| Expenses               | \$4,455,821        | \$6,542,784            | \$5,453,661                       | \$5,864,762               |
| REVENUES LESS EXPENSES | -\$4,143,564       | -\$6,292,784           | -\$5,453,661                      | -\$5,864,762              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$312,257          | \$250,000              | \$0                               | \$0                       |
| TOTAL          | \$312,257          | \$250,000              | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$2,705,042        | \$2,946,465            | \$3,076,118                       | \$2,811,297               |
| Benefits              | \$1,180,485        | \$1,264,481            | \$1,301,114                       | \$1,374,269               |
| Supplies & Services   | \$183,016          | \$1,778,379            | \$555,011                         | \$1,191,081               |
| Allocated Costs       | \$130,262          | \$523,077              | \$530,576                         | \$247,275                 |
| Transfers             | \$0                | \$0                    | \$0                               | \$250,000                 |
| Debt Services & Other | \$212,174          | \$30,382               | -\$9,159                          | 68                        |
|                       |                    |                        |                                   | -\$9,159                  |



|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$42,257           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment    | \$2,585            | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$4,455,821        | \$6,542,784            | \$5,453,661                       | \$5,864,762               |

# 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

Department Website: <https://santabarbaraca.gov/government/departments/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 five functional divisions: Administration, Community Vitality Initiatives, 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, programming of Human Services funding, Community Development Block Grant (CDBG), HOME Tenant-Based Rental Assistance (TBRA), and Permanent Local Housing Allocation (PLHA) funding, Local Housing Trust Fund (LHTF) management, 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.

The Community Development Department is responsible for the following programs:

- **Community Development Administration**
- **CDBG Administration & Human Services**
- **Rental Housing Mediation Program**
- **Housing Development & Preservation**
- **Local Housing Trust Fund**
- **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**

## Authorized Positions

| Department                       | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|----------------------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>                 |                 |                     |                                  |                        |
| Community Development Department | 75              | 81                  | 82                               | 83.5                   |
| <b>FTE COUNT</b>                 | <b>75</b>       | <b>81</b>           | <b>82</b>                        | <b>83.5</b>            |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$12,274,780       | \$17,119,267           | \$11,598,262                      | \$11,590,692              |
| Expenses               | \$20,032,796       | \$25,462,041           | \$21,365,759                      | \$22,046,399              |
| REVENUES LESS EXPENSES | -\$7,758,016       | -\$8,342,775           | -\$9,767,497                      | -\$10,455,706             |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$7,162,246        | \$6,887,219            | \$7,156,255                       | \$7,285,640               |
| Intergovernmental      | \$1,953,551        | \$8,132,544            | \$2,606,094                       | \$2,480,890               |
| Use Of Money & Prpty   | \$1,210,820        | \$1,259,986            | \$1,197,067                       | \$882,467                 |
| Internal Charges       | \$1,735,131        | \$707,290              | \$628,346                         | \$931,195                 |
| Other Revenues         | \$213,031          | \$132,228              | \$10,500                          | \$10,500                  |
| TOTAL                  | \$12,274,780       | \$17,119,267           | \$11,598,262                      | \$11,590,692              |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$7,735,358        | \$8,761,506            | \$9,867,630                       | \$9,771,359               |
| Benefits                 | \$4,033,598        | \$4,388,257            | \$4,689,016                       | \$5,480,537               |
| Special Projects         | \$3,276,800        | \$7,983,040            | \$3,236,668                       | \$3,100,720               |
| Allocated Costs          | \$1,540,936        | \$1,769,921            | \$1,762,868                       | \$1,832,304               |
| Supplies & Services      | \$1,493,448        | \$1,264,444            | \$1,154,331                       | \$1,052,965               |
| Capital Equip & Projects | \$886,227          | \$1,120,368            | \$500,000                         | \$500,000                 |
| Transfers                | \$1,021,452        | \$116,346              | \$126,346                         | \$256,913                 |
| Non-Capital Equipment    | \$43,221           | \$58,160               | \$28,900                          | \$51,600                  |
| Debt Services & Other    | \$1,755            | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$20,032,796       | \$25,462,041           | \$21,365,759                      | \$22,046,399              |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund          | \$8,934,878        | \$7,749,765            | \$7,792,222                       | \$7,948,607               |
| Special Revenue Funds | \$2,845,821        | \$9,129,158            | \$3,627,694                       | \$3,510,890               |
| General Fund-Capital  | \$395,890          | \$188,343              | \$126,346                         | \$79,195                  |
| Fiduciary Funds       | \$98,191           | \$52,000               | \$52,000                          | \$52,000                  |
| TOTAL                 | \$12,274,780       | \$17,119,267           | \$11,598,262                      | \$11,590,692              |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund          | \$15,102,737       | \$15,605,189           | \$17,002,074                      | \$17,697,964              |
| Special Revenue Funds | \$3,976,023        | \$8,701,893            | \$3,826,626                       | \$3,809,234               |
| Measure C - Capital   | \$658,225          | \$1,019,525            | \$500,000                         | \$500,000                 |
| General Fund-Capital  | \$258,003          | \$100,843              | \$0                               | \$0                       |
| Fiduciary Funds       | \$37,809           | \$34,591               | \$37,059                          | \$39,201                  |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$20,032,796       | \$25,462,041           | \$21,365,759                      | \$22,046,399              |

## 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, Organizational 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.

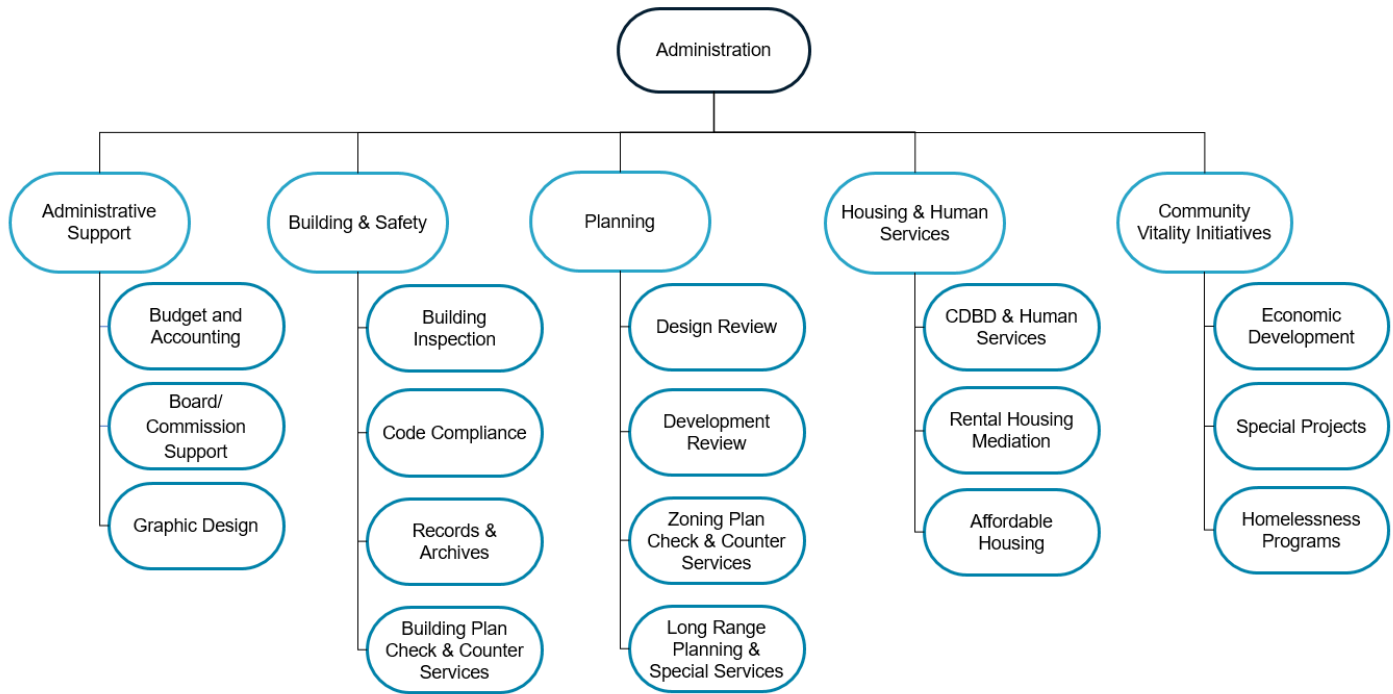
### INNOVATION

- 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 | Reporting Period |
|-----------------------------|---|--|-----------------|--------|------------------|
| Innovation                  | Leverage technology and create innovative solutions to meet the community needs.  | Automate the expired permit process to deliver information and services in a more efficient manner and make better use of available resources.   | Numeric Value   | 1      | 2025, Baseline   |
| Innovation                  | Leverage technology and create innovative solutions to meet the community needs.  | Digitize forms and applications for electronic routing   | Numeric Value   | 4      | 2025, Baseline   |
| Innovation                  | Leverage technology and create innovative solutions to meet the community needs.  | Automate notifications to create consistent, timely customer communications.   | Numeric Value   | 2      | 2025, Baseline   |
| 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 engagements on the State Street Master Plan project in Fiscal Year 2025.   | Numeric Value   | 10,000 | 2025, Baseline   |
| 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     | 2025, Baseline   |
| 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 work collaboratively  | Numeric Value   | 4      | 2025, Baseline   |
| Organizational Optimization | Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision. | Complete 90% of inspections on the scheduled date (all types).   | Percent         | 90     | 2025, Baseline   |
| 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 HHS programs.   | Numeric Value   | 1      | 2025, Baseline   |
| Thriving Workforce          | Provide staff with the resources, support, and leadership opportunities to develop and succeed.   | Acknowledge achievements and good work, including peer-to-peer recognition opportunities.  | Numeric Value   | 1      | 2025, Baseline   |
| 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    | 2025, Baseline   |

| Pillar             | Department Goal   | Performance Measure  | Unit of Measure | Target | Reporting Period |
|--------------------|---|--|-----------------|--------|------------------|
| 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     | 2025, Baseline   |
|                    |   |  |                 | 10,368 |                  |

## Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$5,307,336        | \$4,875,383            | \$4,764,346                       | \$4,881,195               |
| Expenses               | \$2,828,849        | \$2,698,851            | \$3,107,983                       | \$3,045,582               |
| REVENUES LESS EXPENSES | \$2,478,487        | \$2,176,532            | \$1,656,363                       | \$1,835,614               |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$4,875,527        | \$4,612,630            | \$4,588,000                       | \$4,752,000               |
| Internal Charges       | \$167,887          | \$116,346              | \$126,346                         | \$79,195                  |
| Other Revenues         | \$199,618          | \$125,416              | \$0                               | \$0                       |
| Intergovernmental      | \$64,304           | \$20,991               | \$50,000                          | \$50,000                  |
| TOTAL                  | \$5,307,336        | \$4,875,383            | \$4,764,346                       | \$4,881,195               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$994,687          | \$1,095,259            | \$1,321,895                       | \$1,286,943               |
| Supplies & Services      | \$794,702          | \$534,320              | \$664,311                         | \$502,264                 |
| Benefits                 | \$539,676          | \$553,285              | \$617,637                         | \$722,359                 |
| Allocated Costs          | \$294,266          | \$368,895              | \$375,794                         | \$445,320                 |
| Transfers                | \$197,887          | \$116,346              | \$126,346                         | \$79,195                  |
| Capital Equip & Projects | \$0                | \$28,846               | \$0                               | \$0                       |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Non-Capital Equipment | \$7,631            | \$1,900                | \$2,000                           | \$9,500                   |
| TOTAL                 | \$2,828,849        | \$2,698,851            | \$3,107,983                       | \$3,045,582               |

# Building Inspection

To safeguard public health, safety and general welfare by providing on-site construction inspections 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$15,000           | \$0                    | \$0                               | \$0                       |
| Expenses               | \$1,553,025        | \$1,806,735            | \$1,977,861                       | \$1,992,719               |
| REVENUES LESS EXPENSES | -\$1,538,025       | -\$1,806,735           | -\$1,977,861                      | -\$1,992,719              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$15,000           | \$0                    | \$0                               | \$0                       |
| TOTAL            | \$15,000           | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$794,916          | \$992,534              | \$1,140,264                       | \$1,078,221               |
| Benefits              | \$441,336          | \$507,147              | \$538,586                         | \$608,848                 |
| Allocated Costs       | \$164,814          | \$172,006              | \$175,575                         | \$179,513                 |
| Supplies & Services   | \$149,459          | \$119,390              | \$121,437                         | \$122,837                 |
| Non-Capital Equipment | \$2,500            | \$15,658               | \$2,000                           | \$3,300                   |
| TOTAL                 | \$1,553,025        | \$1,806,735            | \$1,977,861                       | \$1,992,719               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$0                | \$2,029,302            | \$550,000                         | \$397,796                 |
| Expenses               | \$2,453,555        | \$3,824,686            | \$2,419,799                       | \$2,280,154               |
| REVENUES LESS EXPENSES | -\$2,453,555       | -\$1,795,384           | -\$1,869,799                      | -\$1,882,358              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$0                | \$2,029,302            | \$550,000                         | \$397,796                 |
| TOTAL             | \$0                | \$2,029,302            | \$550,000                         | \$397,796                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Projects    | \$2,039,133        | \$3,325,533            | \$1,972,510                       | \$1,828,303               |
| Salaries            | \$184,683          | \$219,939              | \$225,291                         | \$214,130                 |
| Benefits            | \$113,305          | \$105,535              | \$104,355                         | \$128,721                 |
| Allocated Costs     | \$106,727          | \$98,199               | \$101,675                         | \$20,102                  |
| Supplies & Services | \$9,708            | \$75,480               | \$15,969                          | \$88,899                  |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$2,453,555        | \$3,824,686            | \$2,419,799                       | \$2,280,154               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$5,720            | \$5,622                | \$10,000                          | \$10,000                  |
| Expenses               | \$652,986          | \$942,292              | \$960,550                         | \$1,062,674               |
| REVENUES LESS EXPENSES | -\$647,266         | -\$936,670             | -\$950,550                        | -\$1,052,674              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$5,720            | \$5,622                | \$10,000                          | \$10,000                  |
| TOTAL          | \$5,720            | \$5,622                | \$10,000                          | \$10,000                  |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$418,701          | \$560,719              | \$632,239                         | \$654,013                 |
| Benefits              | \$215,318          | \$266,975              | \$283,070                         | \$348,138                 |
| Allocated Costs       | \$0                | \$94,132               | \$24,132                          | \$36,883                  |
| Supplies & Services   | \$16,792           | \$19,991               | \$20,609                          | \$22,240                  |
| Non-Capital Equipment | \$2,174            | \$475                  | \$500                             | \$1,400                   |
| TOTAL                 | \$652,986          | \$942,292              | \$960,550                         | \$1,062,674               |

# 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 Administration, Community Vitality Initiatives, Housing & Human Services, Building & Safety, and Planning divisions of the Community Development Department.

Assist City Administration with policy formulation and implementation of City Council direction.

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.

Develop Fiscal Year budgets, including new fee schedules and revenue projections.

Prepare mid-year budget reviews.

Provide illustration and computerized graphic support to the divisions of the Community Development Department and other City departments upon request.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$713,679          | \$590,944              | \$502,000                         | \$502,000                 |
| Expenses               | \$3,783,469        | \$3,331,087            | \$2,845,173                       | \$2,875,354               |
| REVENUES LESS EXPENSES | -\$3,069,790       | -\$2,740,144           | -\$2,343,173                      | -\$2,373,354              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$713,679          | \$590,944              | \$502,000                         | \$502,000                 |
| TOTAL            | \$713,679          | \$590,944              | \$502,000                         | \$502,000                 |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$1,227,127        | \$1,193,707            | \$1,325,763                       | \$1,289,477               |
| Capital Equip & Projects | \$886,227          | \$1,091,522            | \$500,000                         | \$500,000                 |
| Benefits                 | \$534,052          | \$587,479              | \$629,897                         | \$686,542                 |
| Transfers                | \$823,565          | \$0                    | \$0                               | \$0                       |
| Allocated Costs          | \$126,038          | \$192,831              | \$207,441                         | \$218,351                 |
| Special Projects         | \$122,585          | \$131,585              | \$130,500                         | \$124,500                 |
| Supplies & Services      | \$56,666           | \$129,213              | \$46,572                          | \$48,484                  |
| Non-Capital Equipment    | \$7,209            | \$4,750                | \$5,000                           | \$8,000                   |
| TOTAL                    | \$3,783,469        | \$3,331,087            | \$2,845,173                       | \$2,875,354               |

# Design Review & Historic Preservation

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

## PROGRAM ACTIVITIES

Provide staffing support to City Council, Planning Commission, Architectural Board of Review (ABR), Historic Landmarks Commission (HLC), Single Family Design Board (SFDB) and Sign Committee).

Review, analyze, and approve or make recommendations on design review proposals pertaining to development applications by private and public property owners.

Prepare and review Architectural Board of Review, Historic Landmarks Commission, Single Family Design Board and Sign Committee agendas, minutes, and noticing.

Update and prepare guidelines and ordinance amendments, and conduct special studies to maintain quality design standards.

Administer the City's Historic Preservation Work Program involving the identification and protection of historic resources.

Review and analyze alterations to historic resources, completion of surveys, and historic resource designations.

Provide public information and permit services at the public counter.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$566,882          | \$456,054              | \$582,240                         | \$556,240                 |
| Expenses               | \$1,465,375        | \$1,631,559            | \$1,726,820                       | \$1,824,762               |
| REVENUES LESS EXPENSES | -\$898,493         | -\$1,175,505           | -\$1,144,580                      | -\$1,268,522              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$526,882          | \$456,054              | \$582,240                         | \$556,240                 |
| Intergovernmental      | \$40,000           | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$566,882          | \$456,054              | \$582,240                         | \$556,240                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$822,164          | \$896,407              | \$1,009,474                       | \$991,610                 |
| Benefits              | \$450,826          | \$468,396              | \$499,433                         | \$581,486                 |
| Allocated Costs       | \$121,077          | \$120,313              | \$127,251                         | \$134,711                 |
| Supplies & Services   | \$64,822           | \$77,952               | \$80,362                          | \$79,997                  |
| Special Projects      | \$0                | \$64,020               | \$6,000                           | \$6,000                   |
| Transfers             | \$0                | \$0                    | \$0                               | \$26,658                  |
| Non-Capital Equipment | \$4,906            | \$4,471                | \$4,300                           | \$4,300                   |
| Debt Services & Other | \$1,580            | \$0                    | \$0                               | \$0                       |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$1,465,375        | \$1,631,559            | \$1,726,820                       | \$1,824,762               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$847,165          | \$592,100              | \$975,515                         | \$934,700                 |
| Expenses               | \$1,619,674        | \$1,801,970            | \$1,952,417                       | \$2,038,135               |
| REVENUES LESS EXPENSES | -\$772,509         | -\$1,209,870           | -\$976,902                        | -\$1,103,435              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$832,165          | \$592,100              | \$975,515                         | \$934,700                 |
| Internal Charges       | \$15,000           | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$847,165          | \$592,100              | \$975,515                         | \$934,700                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$957,770          | \$1,058,951            | \$1,183,960                       | \$1,169,861               |
| Benefits            | \$506,232          | \$546,091              | \$581,815                         | \$666,809                 |
| Allocated Costs     | \$122,486          | \$123,640              | \$127,998                         | \$134,630                 |
| Supplies & Services | \$21,223           | \$44,221               | \$45,588                          | 83 \$45,634               |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Projects      | \$7,719            | \$11,967               | \$10,056                          | \$9,315                   |
| Non-Capital Equipment | \$4,244            | \$17,100               | \$3,000                           | \$3,000                   |
| Transfers             | \$0                | \$0                    | \$0                               | \$8,886                   |
| TOTAL                 | \$1,619,674        | \$1,801,970            | \$1,952,417                       | \$2,038,135               |



# 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.*

## PROGRAM ACTIVITIES

Administer housing funds to facilitate development of affordable housing.

Establish and maintain prudent lending and management practices for development and operation of affordable housing stock.

Maintain inventory of affordable projects and manage loan portfolio.

Coordinate with local housing providers to develop affordable housing projects.

Administer federal HOME Program funds to facilitate development of affordable housing (including Tenant-Based Rental Assistance), and assure compliance with federal occupancy and rent requirements.

Coordinate with local Community Housing Development Organizations (CHDOs) to develop affordable housing.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$1,505,090        | \$3,491,040            | \$1,953,450                       | \$1,638,850               |
| Expenses               | \$1,581,378        | \$3,262,829            | \$2,140,796                       | \$2,267,142               |
| REVENUES LESS EXPENSES | -\$76,287          | \$228,210              | -\$187,346                        | -\$628,292                |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty | \$1,210,820        | \$1,259,986            | \$1,197,067                       | \$882,467                 |
| Intergovernmental    | \$294,270          | \$2,231,054            | \$756,383                         | \$756,383                 |
| TOTAL                | \$1,505,090        | \$3,491,040            | \$1,953,450                       | \$1,638,850               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Projects      | \$548,534          | \$2,015,338            | \$836,845                         | \$851,845                 |
| Salaries              | \$488,877          | \$580,161              | \$618,308                         | \$656,269                 |
| Benefits              | \$254,353          | \$280,125              | \$289,412                         | \$364,027                 |
| Allocated Costs       | \$261,145          | \$297,607              | \$308,098                         | \$317,665                 |
| Supplies & Services   | \$25,980           | \$87,100               | \$85,633                          | \$65,336                  |
| Non-Capital Equipment | \$2,490            | \$2,500                | \$2,500                           | \$12,000                  |
| TOTAL                 | \$1,581,378        | \$3,262,829            | \$2,140,796                       | \$2,267,142               |

# Local Housing Trust Fund

*Provide a local funding source for financial and technical assistance to help developers produce and preserve affordable housing.*

## PROGRAM ACTIVITIES

Administer Local Housing Trust Fund funds to facilitate development of affordable housing.

Distribute funding per priorities identified by the City Council to construct, acquire, rehabilitate or subsidize very low, low, and moderate income housing.

Coordinate with local housing providers to develop affordable housing projects.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$0                | \$0                    | \$0                               | \$350,000                 |
| REVENUES LESS EXPENSES | \$0                | \$0                    | \$0                               | \$350,000                 |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$0                | \$0                    | \$0                               | \$350,000                 |
| TOTAL            | \$0                | \$0                    | \$0                               | \$350,000                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$287,772          | \$624,091              | \$65,000                          | \$65,000                  |
| Expenses               | \$1,212,381        | \$1,100,031            | \$1,105,526                       | \$1,543,144               |
| REVENUES LESS EXPENSES | -\$924,609         | -\$475,940             | -\$1,040,526                      | -\$1,478,144              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental      | \$259,684          | \$561,091              | \$0                               | \$0                       |
| Fees & Service Charges | \$28,088           | \$63,000               | \$65,000                          | \$65,000                  |
| TOTAL                  | \$287,772          | \$624,091              | \$65,000                          | \$65,000                  |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$543,891          | \$613,597              | \$685,581                         | \$856,182                 |
| Benefits              | \$282,363          | \$309,323              | \$332,162                         | \$468,988                 |
| Supplies & Services   | \$305,526          | \$108,779              | \$16,692                          | \$16,131                  |
| Allocated Costs       | \$77,138           | \$66,141               | \$69,191                          | \$75,041                  |
| Transfers             | \$0                | \$0                    | \$0                               | \$124,402                 |
| Non-Capital Equipment | \$3,462            | \$2,191                | \$1,900                           | \$2,400                   |
| TOTAL                 | \$1,212,381        | \$1,100,031            | \$1,105,526                       | \$1,543,144               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$491,619          | \$490,168              | \$478,500                         | \$481,700                 |
| Expenses               | \$696,683          | \$698,893              | \$787,973                         | \$745,718                 |
| REVENUES LESS EXPENSES | -\$205,064         | -\$208,725             | -\$309,473                        | -\$264,018                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$490,590          | \$488,978              | \$478,000                         | \$481,200                 |
| Other Revenues         | \$1,029            | \$1,190                | \$500                             | \$500                     |
| TOTAL                  | \$491,619          | \$490,168              | \$478,500                         | \$481,700                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$340,574          | \$348,256              | \$415,192                         | \$352,209                 |
| Benefits              | \$205,601          | \$192,727              | \$211,526                         | \$226,871                 |
| Allocated Costs       | \$106,568          | \$95,819               | \$100,630                         | \$103,475                 |
| Special Projects      | \$26,357           | \$38,800               | \$40,000                          | \$40,000                  |
| Supplies & Services   | \$16,160           | \$19,966               | \$17,125                          | \$19,663                  |
| Non-Capital Equipment | \$1,423            | \$3,325                | \$3,500                           | \$3,500                   |
| TOTAL                 | \$696,683          | \$698,893              | \$787,973                         | \$745,718                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$92,439           | \$90,031               | \$73,000                          | \$100,000                 |
| Expenses               | \$316,256          | \$337,589              | \$363,136                         | \$381,964                 |
| REVENUES LESS EXPENSES | -\$223,817         | -\$247,558             | -\$290,136                        | -\$281,964                |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$92,439           | \$90,031               | \$73,000                          | \$100,000                 |
| TOTAL             | \$92,439           | \$90,031               | \$73,000                          | \$100,000                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$202,209          | \$204,967              | \$222,931                         | \$217,424                 |
| Benefits            | \$96,970           | \$102,497              | \$109,838                         | \$122,185                 |
| Allocated Costs     | \$13,660           | \$22,285               | \$22,285                          | \$32,825                  |
| Supplies & Services | \$3,416            | \$7,840                | \$8,082                           | \$9,530                   |
| TOTAL               | \$316,256          | \$337,589              | \$363,136                         | \$381,964                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$1,239,224        | \$674,457              | \$467,500                         | \$496,500                 |
| Expenses               | \$1,334,944        | \$1,534,494            | \$1,737,666                       | \$1,749,051               |
| REVENUES LESS EXPENSES | -\$95,720          | -\$860,037             | -\$1,270,166                      | -\$1,252,551              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$408,996          | \$674,457              | \$467,500                         | \$496,500                 |
| Internal Charges       | \$823,565          | \$0                    | \$0                               | \$0                       |
| Other Revenues         | \$6,663            | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$1,239,224        | \$674,457              | \$467,500                         | \$496,500                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$759,760          | \$923,666              | \$1,086,733                       | \$1,005,019               |
| Benefits              | \$393,566          | \$448,853              | \$491,227                         | \$555,562                 |
| Allocated Costs       | \$147,016          | \$118,053              | \$122,798                         | \$133,789                 |
| Supplies & Services   | \$27,244           | \$35,943               | \$30,451                          | \$30,451                  |
| Non-Capital Equipment | \$7,182            | \$5,790                | \$4,200                           | \$4,200                   |
| Transfers             | \$0                | \$0                    | \$0                               | \$17,772                  |
| Special Projects      | \$0                | \$2,189                | \$2,257                           | \$2,257                   |
| Debt Services & Other | \$176              | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$1,334,944        | \$1,534,494            | \$1,737,666                       | \$1,749,051               |

# Finance

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

## About Finance

Department Website: <https://santabarbaraca.gov/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. Staff provide financial expertise and guidance to the City Council and City departments, manage the City's daily operations, and maintain the financial integrity of the City. The department also administers one internal service fund: the Self-Insurance Fund manages the City's insurance portfolio and self-insured workers' compensation program.

The operating principles below help guide staff's work with internal and external customers:

1. Implement and maintain financial systems and produce reports in compliance with industry standards, all laws and regulations;
2. Ensure a high level of integrity of financial and administrative transaction processing and internal controls;
3. Provide fiduciary oversight and guidance to City operations to ensure the prudent and lawful use of public funds;
4. Prepare timely, accessible and relevant information to the public to increase transparency and accountability of City government;
5. Provide exemplary customer service, training and support to city staff and the public; and
6. Implement cross-departmental efficient business processes and modern technologies, including the reduction or elimination of paper processing wherever possible.

The Finance Department is responsible for the following programs:

- **Finance Administration**
- **Budget Management**
- **Accounts Receivable**
- **Revenue & Cash Management**
- **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**

## Authorized Positions

| Department         | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|--------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>   |                 |                     |                                  |                        |
| Finance Department | 39.5            | 39.5                | 40.5                             | 91                     |

| Department | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------|-----------------|---------------------|----------------------------------|------------------------|
| FTE COUNT  | 39.5            | 39.5                | 40.5                             | 40                     |



## Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$17,229,254       | \$17,995,748           | \$21,416,991                      | \$21,572,350              |
| Expenses               | \$24,722,681       | \$27,850,312           | \$29,042,319                      | \$30,781,431              |
| REVENUES LESS EXPENSES | -\$7,493,428       | -\$9,854,564           | -\$7,625,328                      | -\$9,209,081              |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges     | \$17,159,809       | \$17,421,356           | \$20,657,599                      | \$20,935,458              |
| Fines & Forfeitures  | \$0                | \$450,000              | \$650,000                         | \$450,000                 |
| Other Revenues       | \$90,442           | \$85,592               | \$70,592                          | \$95,592                  |
| Use Of Money & Prpty | -\$28,016          | \$27,500               | \$27,500                          | \$80,000                  |
| Licenses & Permits   | \$7,018            | \$11,300               | \$11,300                          | \$11,300                  |
| TOTAL                | \$17,229,254       | \$17,995,748           | \$21,416,991                      | \$21,572,350              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$17,492,168       | \$20,305,311           | \$21,140,908                      | \$22,547,760              |
| Salaries              | \$3,972,031        | \$4,471,114            | \$4,701,341                       | \$4,667,142               |
| Benefits              | \$2,004,380        | \$2,213,272            | \$2,281,529                       | \$2,605,543               |
| Allocated Costs       | \$1,179,423        | \$839,986              | \$873,631                         | \$906,578                 |
| Special Projects      | \$23,718           | \$12,220               | \$36,500                          | \$46,500                  |
| Debt Services & Other | \$18,419           | \$7,500                | \$7,500                           | \$7,500                   |
| Other                 | \$29,733           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment | \$2,401            | \$500                  | \$500                             | \$0                       |
| Transfers             | \$409              | \$409                  | \$409                             | \$409                     |
| TOTAL                 | \$24,722,681       | \$27,850,312           | \$29,042,319                      | \$30,781,431              |

## Revenue & Expenditure Detail By Fund

### Revenue Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Services Funds | \$16,978,905       | \$17,330,117           | \$20,566,360                      | \$20,896,719              |
| General Fund            | \$250,349          | \$665,631              | \$850,631                         | \$675,631                 |
| TOTAL                   | \$17,229,254       | \$17,995,748           | \$21,416,991                      | \$21,572,350              |

### Expenditure Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Services Funds | \$17,613,772       | \$20,103,670           | \$21,269,099                      | \$22,630,509              |
| General Fund            | \$7,083,449        | \$7,739,271            | \$7,773,220                       | \$8,150,922               |
| Special Revenue Funds   | \$25,461           | \$7,370                | \$0                               | \$0                       |
| TOTAL                   | \$24,722,681       | \$27,850,312           | \$29,042,319                      | \$30,781,431              |

## 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

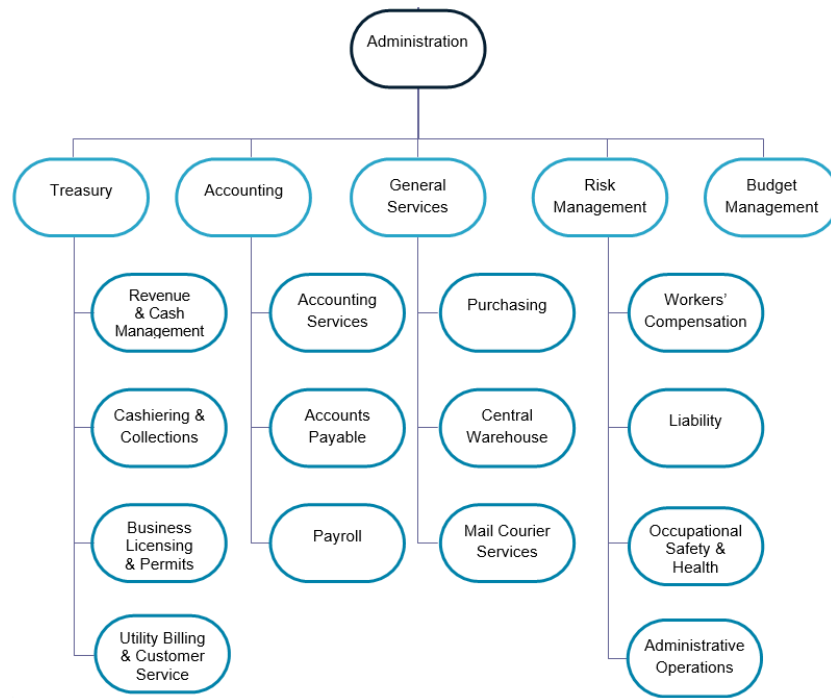
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

#### 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     | Reporting Period |
|-----------------------------|---|--|-----------------|------------|------------------|
| 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         | 2025, Baseline   |
| 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         | 2025, Baseline   |
| 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        | 2025, Baseline   |
| Organizational Optimization | Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.                                    | Pension funding level  | Percent         | 90         | 2025, Baseline   |
| 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                   | Percent         | 100        | 2025, Baseline   |
| 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         | 2025, Baseline   |
| 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        | 2025, Baseline   |
|                             |   |  |                 | <b>595</b> |                  |

## Department Organizational Chart



# 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.

## 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    |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$296,264          | \$262,472              | \$270,748                         | \$308,213                 |
| REVENUES LESS EXPENSES | -\$296,264         | -\$262,472             | -\$270,748                        | -\$308,213                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$158,703          | \$161,573              | \$167,912                         | \$168,176                 |
| Benefits            | \$81,719           | \$82,067               | \$84,266                          | \$98,472                  |
| Allocated Costs     | \$44,140           | \$13,362               | \$14,050                          | \$15,044                  |
| Supplies & Services | \$11,701           | \$5,470                | \$4,520                           | \$26,520                  |
| TOTAL               | \$296,264          | \$262,472              | \$270,748                         | \$308,213                 |

# Accounts Receivable

## 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$160,132          | \$130,539              | \$130,539                         | \$130,539                 |
| Expenses               | \$1,419,811        | \$1,794,081            | \$1,812,532                       | \$1,721,444               |
| REVENUES LESS EXPENSES | -\$1,259,678       | -\$1,663,542           | -\$1,681,993                      | -\$1,590,905              |

### Revenue Detail

|                    | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges   | \$152,888          | \$118,739              | \$118,739                         | \$118,739                 |
| Licenses & Permits | \$7,018            | \$11,300               | \$11,300                          | \$11,300                  |
| Other Revenues     | \$226              | \$500                  | \$500                             | \$500                     |
| TOTAL              | \$160,132          | \$130,539              | \$130,539                         | \$130,539                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$658,487          | \$908,916              | \$967,455                         | \$803,409                 |
| Benefits            | \$331,540          | \$448,207              | \$462,577                         | \$470,468                 |
| Supplies & Services | \$304,260          | \$347,254              | \$289,156                         | \$344,894                 |
| Allocated Costs     | \$125,524          | \$89,704               | \$93,344                          | \$102,673                 |
| TOTAL               | \$1,419,811        | \$1,794,081            | \$1,812,532                       | \$1,721,444               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$776,156          | \$895,252              | \$956,626                         | \$977,338                 |
| REVENUES LESS EXPENSES | -\$776,156         | -\$895,252             | -\$956,626                        | -\$977,338                |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$325,976          | \$446,731              | \$482,955                         | \$446,228                 |
| Benefits              | \$175,233          | \$212,337              | \$220,560                         | \$240,552                 |
| Supplies & Services   | \$201,070          | \$201,323              | \$191,775                         | \$214,962                 |
| Allocated Costs       | \$71,956           | \$34,861               | \$36,337                          | \$40,595                  |
| Special Projects      | \$0                | \$0                    | \$25,000                          | \$35,000                  |
| Non-Capital Equipment | \$1,922            | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$776,156          | \$895,252              | \$956,626                         | \$977,338                 |

\*This program does not generate revenue.

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$252,988          | \$224,348              | \$233,932                         | \$219,506                 |
| REVENUES LESS EXPENSES | -\$252,988         | -\$224,348             | -\$233,932                        | -\$219,506                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$100,991          | \$119,027              | \$124,450                         | \$108,061                 |
| Benefits            | \$54,067           | \$64,984               | \$66,750                          | \$69,322                  |
| Allocated Costs     | \$96,685           | \$38,034               | \$40,429                          | \$38,161                  |
| Supplies & Services | \$1,245            | \$2,303                | \$2,303                           | \$3,962                   |
| TOTAL               | \$252,988          | \$224,348              | \$233,932                         | \$219,506                 |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$0                | \$450,000              | \$650,000                         | \$450,000                 |
| Expenses               | \$776,042          | \$906,178              | \$893,304                         | \$935,654                 |
| REVENUES LESS EXPENSES | -\$776,042         | -\$456,178             | -\$243,304                        | -\$485,654                |

### Revenue Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fines & Forfeitures | \$0                | \$450,000              | \$650,000                         | \$450,000                 |
| TOTAL               | \$0                | \$450,000              | \$650,000                         | \$450,000                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$363,448          | \$406,177              | \$415,366                         | \$444,974                 |
| Benefits            | \$179,576          | \$207,541              | \$212,245                         | \$256,600                 |
| Supplies & Services | \$153,118          | \$250,820              | \$233,320                         | \$187,220                 |
| Allocated Costs     | \$79,900           | \$41,640               | \$32,372                          | \$46,860                  |
| TOTAL               | \$776,042          | \$906,178              | \$893,304                         | \$935,654                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$66,401           | \$60,000               | \$45,000                          | \$70,000                  |
| Expenses               | \$330,210          | \$346,675              | \$357,594                         | \$377,593                 |
| REVENUES LESS EXPENSES | -\$263,809         | -\$286,675             | -\$312,594                        | -\$307,593                |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$66,401           | \$60,000               | \$45,000                          | \$70,000                  |
| TOTAL          | \$66,401           | \$60,000               | \$45,000                          | \$70,000                  |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$150,738          | \$166,006              | \$168,654                         | \$174,730                 |
| Benefits              | \$81,687           | \$80,454               | \$82,298                          | \$95,385                  |
| Allocated Costs       | \$49,050           | \$64,099               | \$71,728                          | \$73,201                  |
| Supplies & Services   | \$19,886           | \$17,396               | \$16,913                          | \$16,777                  |
| Special Projects      | \$21,008           | \$10,720               | \$10,000                          | \$10,000                  |
| Debt Services & Other | \$7,841            | \$7,500                | \$7,500                           | \$7,500                   |
| Non-Capital Equipment | \$0                | \$500                  | \$500                             | \$0                       |
| TOTAL                 | \$330,210          | \$346,675              | \$357,594                         | \$377,593                 |

# Liability

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

## PROGRAM ACTIVITIES

Administer incident and claims procedures.

Report fleet loss data monthly and annually.

Investigate departmental activities relative to claimed damages.

Respond to citizen and public requests for assistance related to hazard mitigation.

Pay or deny claims and communicate findings to claimants.

Provide semi-annual loss data reports.

Represent the City in small claims court.

Update the Risk Management Frequency and Severity Report.

Identify and track hazard mitigation throughout City activities.

Conduct site visits related to complaints and claims.

Assess and provide tailored loss prevention techniques to City personnel.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$7,559,852        | \$4,521,071            | \$5,415,971                       | \$5,771,183               |
| Expenses               | \$7,249,898        | \$7,516,761            | \$7,571,855                       | \$8,720,979               |
| REVENUES LESS EXPENSES | \$309,953          | -\$2,995,690           | -\$2,155,884                      | -\$2,949,796              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$7,559,852        | \$4,521,071            | \$5,415,971                       | \$5,771,183               |
| TOTAL            | \$7,559,852        | \$4,521,071            | \$5,415,971                       | \$5,771,183               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$6,856,070        | \$7,054,362            | \$7,092,915                       | \$8,183,750               |
| Allocated Costs       | \$165,438          | \$246,190              | \$254,118                         | \$252,267                 |
| Salaries              | \$155,921          | \$146,115              | \$152,446                         | \$201,971                 |
| Benefits              | \$72,229           | \$70,094               | \$72,376                          | \$82,991                  |
| Non-Capital Equipment | \$240              | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$7,249,898        | \$7,516,761            | \$7,571,855                       | \$8,720,979               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$161,513          | \$173,614              | \$170,735                         | \$176,934                 |
| REVENUES LESS EXPENSES | -\$161,513         | -\$173,614             | -\$170,735                        | -\$176,934                |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$80,189           | \$82,101               | \$85,374                          | \$85,131                  |
| Benefits              | \$47,505           | \$48,313               | \$49,490                          | \$58,419                  |
| Supplies & Services   | \$10,257           | \$25,197               | \$17,868                          | \$17,670                  |
| Allocated Costs       | \$14,058           | \$18,003               | \$18,003                          | \$15,714                  |
| Debt Services & Other | \$9,504            | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$161,513          | \$173,614              | \$170,735                         | \$176,934                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$292,974          | \$301,269              | \$361,744                         | \$361,744                 |
| Expenses               | \$254,658          | \$360,672              | \$367,615                         | \$433,727                 |
| REVENUES LESS EXPENSES | \$38,316           | -\$59,403              | -\$5,871                          | -\$71,983                 |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$292,974          | \$301,269              | \$361,744                         | \$361,744                 |
| TOTAL            | \$292,974          | \$301,269              | \$361,744                         | \$361,744                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$129,567          | \$134,146              | \$142,576                         | \$142,432                 |
| Supplies & Services | \$45,323           | \$145,965              | \$141,240                         | \$194,740                 |
| Benefits            | \$68,492           | \$65,490               | \$67,873                          | \$79,482                  |
| Allocated Costs     | \$11,277           | \$15,071               | \$15,926                          | \$17,073                  |
| TOTAL               | \$254,658          | \$360,672              | \$367,615                         | \$433,727                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$22,848           | \$25,000               | \$25,000                          | \$25,000                  |
| Expenses               | \$502,726          | \$477,161              | \$493,658                         | \$515,876                 |
| REVENUES LESS EXPENSES | -\$479,878         | -\$452,161             | -\$468,658                        | -\$490,876                |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$22,848           | \$25,000               | \$25,000                          | \$25,000                  |
| TOTAL          | \$22,848           | \$25,000               | \$25,000                          | \$25,000                  |

### Expenditure Detail

|          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries | \$286,341          | \$287,963              | \$299,343                         | \$298,073                 |
| Benefits | \$154,599          | \$147,716              | \$151,664                         | \$172,560                 |
|          |                    |                        |                                   | 106                       |

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Allocated Costs     | \$56,585           | \$32,234               | \$33,254                          | \$36,673                  |
| Supplies & Services | \$5,201            | \$9,248                | \$9,398                           | \$8,570                   |
| TOTAL               | \$502,726          | \$477,161              | \$493,658                         | \$515,876                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$853,006          | \$775,791              | \$803,821                         | \$838,350                 |
| REVENUES LESS EXPENSES | -\$853,006         | -\$775,791             | -\$803,821                        | -\$838,350                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$413,841          | \$427,148              | \$447,998                         | \$449,449                 |
| Benefits            | \$213,998          | \$211,300              | \$217,948                         | \$247,103                 |
| Allocated Costs     | \$205,075          | \$118,824              | \$120,960                         | \$125,656                 |
| Supplies & Services | \$17,383           | \$17,019               | \$15,414                          | \$14,642                  |
| Special Projects    | \$2,710            | \$1,500                | \$1,500                           | \$1,500                   |
| TOTAL               | \$853,006          | \$775,791              | \$803,821                         | \$838,350                 |



# Revenue & Cash Management

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$292              | \$0                    | \$0                               | \$0                       |
| Expenses               | \$588,847          | \$797,660              | \$669,656                         | \$897,324                 |
| REVENUES LESS EXPENSES | -\$588,555         | -\$797,660             | -\$669,656                        | -\$897,324                |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$292              | \$0                    | \$0                               | \$0                       |
| TOTAL          | \$292              | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$287,491          | \$320,626              | \$331,669                         | \$421,505                 |
| Supplies & Services | \$92,584           | \$282,848              | \$138,583                         | \$197,363                 |
| Benefits            | \$141,995          | \$154,541              | \$158,788                         | \$235,212                 |
| Allocated Costs     | \$66,778           | \$39,645               | \$40,616                          | \$43,243                  |
| TOTAL               | \$588,847          | \$797,660              | \$669,656                         | \$897,324                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$4,146,556        | \$6,583,675            | \$7,715,511                       | \$8,073,370               |
| Expenses               | \$3,873,973        | \$4,872,006            | \$5,496,356                       | \$5,628,544               |
| REVENUES LESS EXPENSES | \$272,583          | \$1,711,669            | \$2,219,155                       | \$2,444,826               |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges     | \$4,174,572        | \$6,556,175            | \$7,688,011                       | \$7,993,370               |
| Use Of Money & Prpty | -\$28,016          | \$27,500               | \$27,500                          | \$80,000                  |
| TOTAL                | \$4,146,556        | \$6,583,675            | \$7,715,511                       | \$8,073,370               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$3,679,304        | \$4,711,380            | \$5,328,805                       | \$5,454,784               |
| Salaries              | \$101,946          | \$99,546               | \$104,026                         | \$104,181                 |
| Benefits              | \$49,255           | \$48,765               | \$50,355                          | \$55,642                  |
| Allocated Costs       | \$12,252           | \$11,906               | \$12,761                          | \$13,528                  |
| Other                 | \$29,733           | \$0                    | \$0                               | \$0                       |
| Transfers             | \$409              | \$409                  | \$409                             | \$409                     |
| Debt Services & Other | \$1,074            | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$3,873,973        | \$4,872,006            | \$5,496,356                       | \$5,628,544               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$4,979,523        | \$5,924,102            | \$7,073,134                       | \$6,690,422               |
| Expenses               | \$6,235,242        | \$7,354,231            | \$7,833,273                       | \$7,847,260               |
| REVENUES LESS EXPENSES | -\$1,255,719       | -\$1,430,129           | -\$760,139                        | -\$1,156,838              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$4,979,523        | \$5,924,102            | \$7,073,134                       | \$6,690,422               |
| TOTAL            | \$4,979,523        | \$5,924,102            | \$7,073,134                       | \$6,690,422               |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$5,956,536        | \$7,055,049            | \$7,521,047                       | 111 \$7,521,420           |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$180,119          | \$185,992              | \$194,430                         | \$194,214                 |
| Benefits              | \$76,794           | \$88,535               | \$91,498                          | \$104,027                 |
| Allocated Costs       | \$21,553           | \$24,655               | \$26,298                          | \$27,599                  |
| Non-Capital Equipment | \$240              | \$0                    | \$0                               | \$0                       |
| <b>TOTAL</b>          | <b>\$6,235,242</b> | <b>\$7,354,231</b>     | <b>\$7,833,273</b>                | <b>\$7,847,260</b>        |

# 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

**Department Website:** <https://santabarbaraca.gov/government/departments/fire-department>

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.

Emergency Services & Public Education staff coordinate bilingual safety/disaster trainings and messaging for the community, and oversee the City's Emergency Operations Center, including activation and training of all staff.

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

The Fire Department is responsible for the following programs:

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

## Authorized Positions

| Department       | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b> |                 |                     |                                  |                        |
| Fire Department  | 106             | 105                 | 105                              | 105                    |
| <b>FTE COUNT</b> | <b>106</b>      | <b>105</b>          | <b>105</b>                       | <b>105</b>             |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$5,169,576        | \$6,071,195            | \$6,055,180                       | \$5,892,768               |
| Expenses               | \$35,068,682       | \$39,861,657           | \$38,377,924                      | \$41,626,755              |
| REVENUES LESS EXPENSES | -\$29,899,106      | -\$33,790,462          | -\$32,322,744                     | -\$35,733,987             |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$3,826,844        | \$3,641,873            | \$3,769,419                       | \$3,585,397               |
| Intergovernmental      | \$536,930          | \$1,637,565            | \$1,500,000                       | \$1,500,000               |
| Other Revenues         | \$548,824          | \$529,907              | \$525,907                         | \$532,521                 |
| Taxes                  | \$222,127          | \$227,000              | \$225,004                         | \$240,000                 |
| Use Of Money & Prpty   | \$34,850           | \$34,850               | \$34,850                          | \$34,850                  |
| TOTAL                  | \$5,169,576        | \$6,071,195            | \$6,055,180                       | \$5,892,768               |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$18,263,530       | \$20,467,828           | \$19,152,247                      | \$20,098,288              |
| Benefits                 | \$12,055,867       | \$12,545,609           | \$13,507,536                      | \$13,986,442              |
| Allocated Costs          | \$3,129,601        | \$3,842,188            | \$3,910,064                       | \$4,014,670               |
| Supplies & Services      | \$1,042,658        | \$1,497,411            | \$757,579                         | \$899,998                 |
| Capital Equip & Projects | \$5                | \$668,049              | \$370,000                         | \$1,220,000               |
| Special Projects         | \$117,042          | \$187,931              | \$719,291                         | \$694,536                 |
| Non-Capital Equipment    | \$255,808          | \$450,564              | \$347,668                         | \$312,818                 |
| Transfers                | \$198,778          | \$253,778              | \$198,778                         | \$395,078                 |
| Debt Services & Other    | \$5,394            | -\$51,701              | -\$585,240                        | \$4,925                   |
| TOTAL                    | \$35,068,682       | \$39,861,657           | \$38,377,924                      | \$41,626,755              |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund            | \$4,777,210        | \$5,199,338            | \$5,720,888                       | \$5,558,476               |
| Special Revenue Funds   | \$357,515          | \$837,007              | \$299,442                         | \$299,442                 |
| Internal Services Funds | \$34,850           | \$34,850               | \$34,850                          | \$34,850                  |
| TOTAL                   | \$5,169,576        | \$6,071,195            | \$6,055,180                       | \$5,892,768               |

## Expenditure Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund            | \$34,607,343       | \$37,344,240           | \$37,640,164                      | \$39,891,571              |
| Special Revenue Funds   | \$428,517          | \$1,845,960            | \$332,909                         | \$318,884                 |
| Measure C - Capital     | \$0                | \$566,400              | \$370,000                         | \$1,220,000               |
| Internal Services Funds | \$7,127            | \$34,850               | \$34,850                          | \$196,300                 |
| General Fund-Capital    | \$25,695           | \$70,207               | \$0                               | \$0                       |

|              | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------|---------------------|------------------------|-----------------------------------|---------------------------|
| <b>TOTAL</b> | <b>\$35,068,682</b> | <b>\$39,861,657</b>    | <b>\$38,377,924</b>               | <b>\$41,626,755</b>       |

## 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       | Reporting Period |
|-----------------------------|---|--|-----------------|--------------|------------------|
| 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            | 2025, Baseline   |
| Innovation                  | Provide professional and timely delivery of services to our whole community       | Conduct 25 outreach events within the community  | Numeric Value   | 25           | 2025, Baseline   |
| Innovation                  | Provide professional and timely delivery of services to our whole community       | Engage community through social media outreach by providing educational and response related messaging.                          | Numeric Value   | 1,201        | 2025, Baseline   |
| Innovation                  | Provide professional and timely delivery of services to our whole community       | Successful integration to Regional Dispatch by 2025  | Percent         | 100          | 2025, Baseline   |
| Organizational Optimization | Strengthen the SBFD's sustainability and community resilience                     | Inspect 90% of high risk residential facilities annually   | Percent         | 90           | 2025, Baseline   |
| Organizational Optimization | Strengthen the SBFD's sustainability and community resilience                     | Complete 14 miles of vegetation road clearance within the WFSAD  | Numeric Value   | 14           | 2025, Baseline   |
| 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           | 2025, Baseline   |
| Thriving Workforce          | Support and foster opportunities for personal growth and professional development | Provide at least one quarterly training for City staff assigned to the EOC   | Days            | 6            | 2025, Baseline   |
| Thriving Workforce          | Diligently establish a healthy, safe, and productive culture                      | 75% of staff participating in annual Health Physical Exam  | Percent         | 75           | 2025, Baseline   |
| 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           | 2025, Baseline   |
|                             |   |  |                 | <b>1,679</b> |                  |

## Department Organizational Chart





# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$3,508,858        | \$3,213,672            | \$3,341,218                       | \$3,157,196               |
| Expenses               | \$3,363,233        | \$3,450,914            | \$3,299,839                       | \$3,671,451               |
| REVENUES LESS EXPENSES | \$145,625          | -\$237,242             | \$41,379                          | -\$514,255                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$3,508,858        | \$3,213,672            | \$3,341,218                       | \$3,157,196               |
| TOTAL                  | \$3,508,858        | \$3,213,672            | \$3,341,218                       | \$3,157,196               |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$1,862,005        | \$2,060,570            | \$1,842,566                       | \$1,852,987               |
| Benefits            | \$1,459,366        | \$1,318,455            | \$1,383,703                       | \$1,739,687               |
| Allocated Costs     | \$13,374           | \$65,994               | \$67,675                          | \$72,881                  |
| Supplies & Services | \$28,488           | \$5,895                | \$5,895                           | \$5,895                   |
| TOTAL               | \$3,363,233        | \$3,450,914            | \$3,299,839                       | \$3,671,451               |

# 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.

Maintain the City's Emergency Operations Plan, supporting plans and documents.

Provide 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$326              | \$0                    | \$0                               | \$0                       |
| Expenses               | \$505,042          | \$437,760              | \$449,863                         | \$469,292                 |
| REVENUES LESS EXPENSES | -\$504,716         | -\$437,760             | -\$449,863                        | -\$469,292                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$176,095          | \$233,352              | \$248,944                         | \$244,326                 |
| Benefits            | \$124,989          | \$132,711              | \$139,042                         | \$153,957                 |
| Allocated Costs     | \$179,597          | \$27,348               | \$27,492                          | \$36,939                  |
| Supplies & Services | \$24,361           | \$34,385               | \$34,385                          | \$34,070                  |
| Special Projects    | \$0                | \$9,964                | \$0                               | \$0                       |
| TOTAL               | \$505,042          | \$437,760              | \$449,863                         | \$469,292                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$222,127          | \$227,000              | \$225,004                         | \$240,000                 |
| Expenses               | \$1,370,822        | \$1,785,731            | \$1,206,814                       | \$1,996,743               |
| REVENUES LESS EXPENSES | -\$1,148,695       | -\$1,558,731           | -\$981,810                        | -\$1,756,743              |

### Revenue Detail

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| Taxes | \$222,127          | \$227,000              | \$225,004                         | \$240,000                 |
| TOTAL | \$222,127          | \$227,000              | \$225,004                         | \$240,000                 |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$659,721          | \$656,385              | \$640,679                         | \$664,861                 |
| Benefits                 | \$519,599          | \$494,829              | \$494,195                         | \$628,215                 |
| Allocated Costs          | \$144,914          | \$624,152              | \$637,212                         | \$676,706                 |
| Supplies & Services      | \$20,898           | \$24,893               | \$24,893                          | \$26,961                  |
| Special Projects         | \$25,690           | \$21,798               | \$0                               | \$0                       |
| Capital Equip & Projects | \$0                | \$20,300               | \$0                               | \$0                       |
| Debt Services & Other    | \$0                | -\$56,626              | -\$590,165                        | \$0                       |
| TOTAL                    | \$1,370,822        | \$1,785,731            | \$1,206,814                       | \$1,996,743               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$317,660          | \$428,201              | \$428,201                         | \$428,201                 |
| Expenses               | \$1,339,074        | \$1,306,492            | \$1,388,853                       | \$1,358,357               |
| REVENUES LESS EXPENSES | -\$1,021,414       | -\$878,291             | -\$960,652                        | -\$930,156                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$317,660          | \$428,201              | \$428,201                         | \$428,201                 |
| TOTAL                  | \$317,660          | \$428,201              | \$428,201                         | \$428,201                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$574,539          | \$578,108              | \$625,356                         | \$717,659                 |
| Benefits            | \$574,781          | \$558,826              | \$590,322                         | \$441,478                 |
| Allocated Costs     | \$156,328          | \$133,188              | \$137,330                         | \$163,407                 |
| Supplies & Services | \$33,426           | \$36,370               | \$35,845                          | \$35,813                  |
| TOTAL               | \$1,339,074        | \$1,306,492            | \$1,388,853                       | \$1,358,357               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$867,448          | \$913,033              | \$1,577,534                       | \$1,702,279               |
| REVENUES LESS EXPENSES | -\$867,448         | -\$913,033             | -\$1,577,534                      | -\$1,702,279              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$455,994          | \$440,778              | \$489,998                         | \$522,526                 |
| Benefits              | \$319,007          | \$334,435              | \$349,716                         | \$457,608                 |
| Special Projects      | \$272              | \$0                    | \$600,000                         | \$600,000                 |
| Supplies & Services   | \$74,855           | \$81,386               | \$81,386                          | \$68,886                  |
| Allocated Costs       | \$13,822           | \$56,434               | \$56,434                          | \$53,259                  |
| Non-Capital Equipment | \$3,498            | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$867,448          | \$913,033              | \$1,577,534                       | \$1,702,279               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$814,170          | \$1,365,315            | \$1,761,315                       | \$1,767,929               |
| Expenses               | \$26,815,578       | \$29,371,821           | \$29,643,967                      | \$31,704,502              |
| REVENUES LESS EXPENSES | -\$26,001,408      | -\$28,006,506          | -\$27,882,652                     | -\$29,936,573             |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental    | \$534,495          | \$1,100,000            | \$1,500,000                       | \$1,500,000               |
| Other Revenues       | \$244,825          | \$230,465              | \$226,465                         | \$233,079                 |
| Use Of Money & Prpty | \$34,850           | \$34,850               | \$34,850                          | \$34,850                  |
| TOTAL                | \$814,170          | \$1,365,315            | \$1,761,315                       | \$1,767,929               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$14,250,665       | \$15,276,525           | \$14,989,163                      | \$15,787,417              |
| Benefits                 | \$8,869,970        | \$9,242,650            | \$10,327,610                      | \$10,401,583              |
| Allocated Costs          | \$2,574,727        | \$2,860,268            | \$2,907,301                       | \$2,930,956               |
| Supplies & Services      | \$663,730          | \$748,527              | \$503,447                         | \$656,650                 |
| Capital Equip & Projects | \$5                | \$594,509              | \$370,000                         | \$1,220,000               |
| Non-Capital Equipment    | \$252,310          | \$450,564              | \$347,668                         | \$312,818                 |
| Transfers                | \$198,778          | \$198,778              | \$198,778                         | \$395,078                 |
| Debt Services & Other    | \$5,394            | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$26,815,578       | \$29,371,821           | \$29,643,967                      | \$31,704,502              |

# Wildland Fire Mitigation

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

## PROGRAM ACTIVITIES

Manage and implement the City of Santa Barbara Wildland Fire Plan Community Wildfire Protection Plan strategies.

Engage property owners and residents in wildland fire safety and preparedness.

Manage the City of Santa Barbara Wildland Fire Suppression Assessment District Program.

Influence defensible space through landscape development standards and code enforcement.

Maintain accuracy of fire-related Geographic Information System (GIS) map layers.

## FINANCIAL INFORMATION

|                        | FY 2023 Actuals | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------------------|-----------------|---------------------|--------------------------------|------------------------|
| Revenues               | \$306,434       | \$837,007           | \$299,442                      | \$299,442              |
| Expenses               | \$807,486       | \$2,595,906         | \$811,053                      | \$724,131              |
| REVENUES LESS EXPENSES | -\$501,052      | -\$1,758,899        | -\$511,611                     | -\$424,689             |

### Revenue Detail

|                   | FY 2023 Actuals | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|-------------------|-----------------|---------------------|--------------------------------|------------------------|
| Other Revenues    | \$303,999       | \$299,442           | \$299,442                      | \$299,442              |
| Intergovernmental | \$2,435         | \$537,565           | \$0                            | \$0                    |
| TOTAL             | \$306,434       | \$837,007           | \$299,442                      | \$299,442              |

### Expenditure Detail

|                          | FY 2023 Actuals | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|--------------------------|-----------------|---------------------|--------------------------------|------------------------|
| Salaries                 | \$284,511       | \$1,222,110         | \$315,542                      | \$308,512              |
| Benefits                 | \$188,156       | \$463,703           | \$222,947                      | \$163,913              |
| Supplies & Services      | \$196,900       | \$565,955           | \$71,728                       | \$71,723               |
| Special Projects         | \$91,080        | \$156,169           | \$119,291                      | \$94,536               |
| Allocated Costs          | \$46,839        | \$74,804            | \$76,620                       | \$80,522               |
| Transfers                | \$0             | \$55,000            | \$0                            | \$0                    |
| Capital Equip & Projects | \$0             | \$53,240            | \$0                            | \$0                    |
| Debt Services & Other    | \$0             | \$4,925             | \$4,925                        | \$4,925                |
| TOTAL                    | \$807,486       | \$2,595,906         | \$811,053                      | \$724,131              |

# General Government

## About General Government

The General Government department is used to account for costs not directly related to any specific department.

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 Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$195,852,500      | \$216,918,111          | \$177,758,860                     | \$220,025,087             |
| Expenses               | \$39,928,649       | \$49,330,997           | \$31,411,015                      | \$36,077,138              |
| REVENUES LESS EXPENSES | \$155,923,851      | \$167,587,115          | \$146,347,845                     | \$183,947,949             |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Taxes                  | \$144,590,885      | \$149,020,000          | \$155,292,273                     | \$157,125,000             |
| Internal Charges       | \$42,120,672       | \$58,568,084           | \$13,310,303                      | \$50,658,392              |
| Other Revenues         | \$5,192,792        | \$7,786,009            | \$7,615,166                       | \$9,687,804               |
| Use Of Money & Prpty   | \$509,831          | \$1,469,018            | \$1,466,118                       | \$2,478,891               |
| Intergovernmental      | \$1,807,847        | \$75,000               | \$75,000                          | \$75,000                  |
| Fees & Service Charges | \$1,536,431        | \$0                    | \$0                               | \$0                       |
| Fines & Forfeitures    | \$94,042           | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$195,852,500      | \$216,918,111          | \$177,758,860                     | \$220,025,087             |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Transfers             | \$35,451,456       | \$55,010,997           | \$36,161,015                      | \$41,827,138              |
| Benefits              | \$2,867,095        | \$0                    | \$0                               | \$0                       |
| Debt Services & Other | \$0                | \$220,000              | \$250,000                         | \$250,000                 |
| Special Projects      | \$0                | \$100,000              | \$0                               | \$0                       |
| Salaries              | \$1,610,098        | -\$6,000,000           | -\$5,000,000                      | -\$6,000,000              |
| TOTAL                 | \$39,928,649       | \$49,330,997           | \$31,411,015                      | \$36,077,138              |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                             | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund                | \$162,872,320      | \$167,480,806          | \$174,207,663                     | \$179,022,267             |
| Measure C - Capital         | \$28,399,413       | \$49,137,305           | \$0                               | \$37,313,123              |
| Internal Services Funds     | \$3,665,894        | \$0                    | \$3,551,197                       | \$3,551,197               |
| Private Purpose Trust Funds | \$320,085          | \$300,000              | \$0                               | \$138,500                 |
| General Fund-Capital        | \$550,000          | \$0                    | \$0                               | \$0                       |
| Special Revenue Funds       | \$43,526           | \$0                    | \$0                               | \$0                       |
| Enterprise Funds            | \$1,411            | \$0                    | \$0                               | \$0                       |
| Agency Funds                | -\$148             | \$0                    | \$0                               | \$0                       |
| TOTAL                       | \$195,852,500      | \$216,918,111          | \$177,758,860                     | \$220,025,087             |

## Expenditure Detail

|                             | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund                | \$35,451,456       | \$49,230,997           | \$31,411,015                      | \$36,077,138              |
| Internal Services Funds     | \$4,477,193        | \$0                    | \$0                               | \$0                       |
| Private Purpose Trust Funds | \$0                | \$100,000              | \$0                               | \$0                       |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$39,928,649       | \$49,330,997           | \$31,411,015                      | \$36,077,138              |

# 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

**Department Website:** <https://santabarbaraca.gov/government/departments/welcome-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.

Program:

- **Human Resources**

## Authorized Positions

| Department                 | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|----------------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>           |                 |                     |                                  |                        |
| Human Resources Department | 10.25           | 11                  | 11                               | 11                     |
| <b>FTE COUNT</b>           | <b>10.25</b>    | <b>11</b>           | <b>11</b>                        | <b>11</b>              |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |
| Expenses               | \$2,574,424        | \$2,924,134            | \$2,478,854                       | \$2,818,454               |
| REVENUES LESS EXPENSES | -\$2,566,437       | -\$2,909,638           | -\$2,458,854                      | -\$2,798,454              |

## Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |
| TOTAL          | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$1,335,631        | \$1,380,746            | \$1,446,208                       | \$1,542,432               |
| Benefits              | \$623,790          | \$636,869              | \$669,139                         | \$810,714                 |
| Supplies & Services   | \$442,559          | \$665,970              | \$184,843                         | \$269,274                 |
| Allocated Costs       | \$155,405          | \$153,383              | \$158,664                         | \$166,035                 |
| Special Projects      | \$15,702           | \$87,166               | \$20,000                          | \$30,000                  |
| Non-Capital Equipment | \$1,336            | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$2,574,424        | \$2,924,134            | \$2,478,854                       | \$2,818,454               |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|              | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |
| TOTAL        | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund          | \$2,574,361        | \$2,924,134            | \$2,478,854                       | \$2,818,454               |
| Special Revenue Funds | \$62               | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$2,574,424        | \$2,924,134            | \$2,478,854                       | \$2,818,454               |

# 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

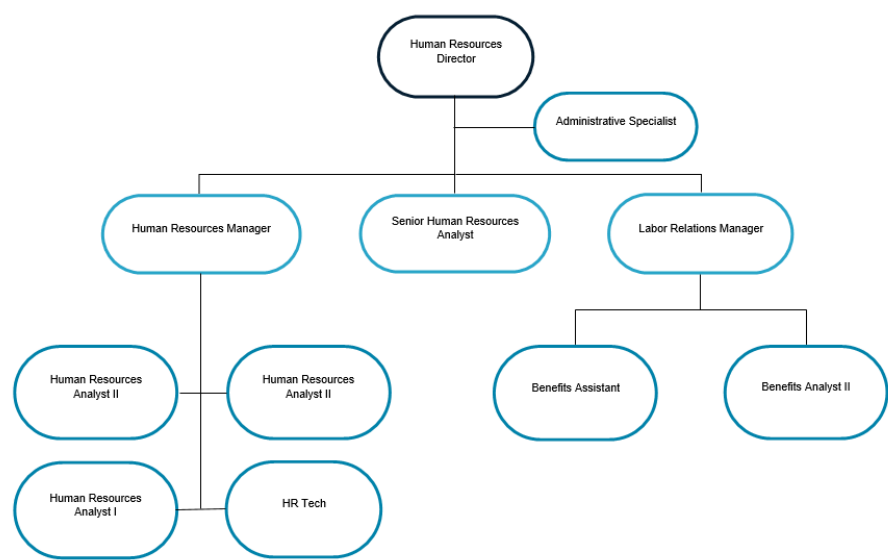
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

## 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     | Reporting Period |
|-----------------------------|--|--|-----------------|------------|------------------|
| Innovation                  | Implement reduction or elimination of paper waste  | Percent of employees receiving on time 1095c electronically  | Percent         | 97         | 2025, Baseline   |
| Innovation                  | To become an organization that cultivates diversity and inspires innovation as the leading employer of choice on the Central Coast.                | Negotiate multi-year labor agreements that address employee and organizational needs   | Numeric Value   | 2          | 2025, Baseline   |
| Organizational Optimization | To provide customer service that exceeds expectations and leverages technology that creates solutions that meet organizational and community needs | Implementation of Kronos Leave Modules   | Percent         | 70         | 2025, Baseline   |
| Thriving Workforce          | Increase Employee Engagement throughout organization   | Percent of employees who participate in HR sponsored surveys, events, and workgroups,  | Percent         | 65         | 2025, Baseline   |
| Thriving Workforce          | Grow the Wellness Program  | Percent of employees that participate in at least one element of the Wellness Program  | Percent         | 55         | 2025, Baseline   |
| 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 the Compensation Philosophy, and a more robust training campaign and program. | Percent         | 100        | 2025, Baseline   |
|                             |  |  |                 | <b>389</b> |                  |

# Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |
| Expenses               | \$2,574,424        | \$2,924,134            | \$2,478,854                       | \$2,818,454               |
| REVENUES LESS EXPENSES | -\$2,566,437       | -\$2,909,638           | -\$2,458,854                      | -\$2,798,454              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |
| TOTAL          | \$7,987            | \$14,496               | \$20,000                          | \$20,000                  |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$1,335,631        | \$1,380,746            | \$1,446,208                       | \$1,542,432               |
| Benefits            | \$623,790          | \$636,869              | \$669,139                         | \$810,714                 |
| Supplies & Services | \$442,559          | \$665,970              | \$184,843                         | \$269,274                 |
| Allocated Costs     | \$155,405          | \$153,383              | \$158,664                         | \$166,035                 |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Projects      | \$15,702           | \$87,166               | \$20,000                          | \$30,000                  |
| Non-Capital Equipment | \$1,336            | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$2,574,424        | \$2,924,134            | \$2,478,854                       | \$2,818,454               |



# Information Technology

*The Information Technology Department provides vision and direction to improve City business processes using technology, while maintaining secure and reliable access to information.*

## About Information Technology

**Department Website:** <https://santabarbaraca.gov/government/departments/information-technology>

Information Technology (IT) strives to enable efficient governance, effective service delivery, and robust data security through the strategic management and enhancement of technological infrastructure. IT is committed to safeguarding municipal data and systems, optimizing network infrastructure, implementing modern solutions, facilitating informed decision-making through data management and analytics, and providing reliable support to city staff and stakeholders. By ensuring the accessibility, security, and continuity of essential city services, IT works to enhance the city staff's daily work and the quality of engagement with the city for residents and contribute to the overall success and resilience of the community.

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

Information Technology's responsibilities include overseeing network infrastructure, cybersecurity, physical security systems, software and application management, computer application training, data management and analytics, Geographic Information Systems (GIS), website and digital services, technical support, telecommunications, IT planning and budgeting, and emergency preparedness.

The Information Technology department's responsibilities are divided across the following programs:

- **Network Infrastructure**
- **Enterprise Applications**
- **Geographic Information Systems**
- **Electronic Communications**

## Authorized Positions

| Department             | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>       |                 |                     |                                  |                        |
| Information Technology | 19.25           | 31                  | 22                               | 35                     |
| <b>FTE COUNT</b>       | <b>19.25</b>    | <b>31</b>           | <b>22</b>                        | <b>35</b>              |

## Department Financial Summary

|                               | FY 2023 Actuals   | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|-------------------------------|-------------------|---------------------|--------------------------------|------------------------|
| <b>Revenues</b>               | \$6,118,973       | \$7,466,823         | \$7,323,885                    | \$10,381,857           |
| <b>Expenses</b>               | \$6,243,133       | \$9,299,949         | \$6,967,935                    | \$10,735,299           |
| <b>REVENUES LESS EXPENSES</b> | <b>-\$124,160</b> | <b>-\$1,833,126</b> | <b>\$355,950</b>               | <b>-\$353,441</b>      |

#### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$6,118,973        | \$7,466,823            | \$7,323,885                       | \$10,381,857              |
| <b>TOTAL</b>     | <b>\$6,118,973</b> | <b>\$7,466,823</b>     | <b>\$7,323,885</b>                | <b>\$10,381,857</b>       |

#### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$2,086,107        | \$2,653,295            | \$2,791,343                       | \$3,918,454               |
| Supplies & Services      | \$951,112          | \$2,351,575            | \$2,237,941                       | \$2,658,835               |
| Benefits                 | \$1,082,265        | \$1,270,753            | \$1,305,021                       | \$2,209,357               |
| Non-Capital Equipment    | \$321,573          | \$1,094,410            | \$137,120                         | \$1,006,750               |
| Capital Equip & Projects | \$325,655          | \$1,357,444            | \$100,000                         | \$150,000                 |
| Allocated Costs          | \$291,491          | \$328,263              | \$341,611                         | \$548,892                 |
| Transfers                | \$335,050          | \$240,830              | \$110,000                         | \$242,810                 |
| Other                    | \$781,627          | \$0                    | \$0                               | \$0                       |
| Debt Services & Other    | \$67,622           | \$3,179                | -\$55,301                         | \$0                       |
| Special Projects         | \$632              | \$200                  | \$200                             | \$200                     |
| <b>TOTAL</b>             | <b>\$6,243,133</b> | <b>\$9,299,949</b>     | <b>\$6,967,935</b>                | <b>\$10,735,299</b>       |

## Revenue & Expenditure Detail By Fund

#### Revenue Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Services Funds | \$6,118,973        | \$7,466,823            | \$7,323,885                       | \$10,381,857              |
| <b>TOTAL</b>            | <b>\$6,118,973</b> | <b>\$7,466,823</b>     | <b>\$7,323,885</b>                | <b>\$10,381,857</b>       |

#### Expenditure Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Services Funds | \$6,242,762        | \$9,299,949            | \$7,467,935                       | \$10,735,299              |
| Special Revenue Funds   | \$372              | \$0                    | \$0                               | \$0                       |
| General Fund-Capital    | \$0                | \$0                    | -\$500,000                        | \$0                       |
| <b>TOTAL</b>            | <b>\$6,243,133</b> | <b>\$9,299,949</b>     | <b>\$6,967,935</b>                | <b>\$10,735,299</b>       |

## 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

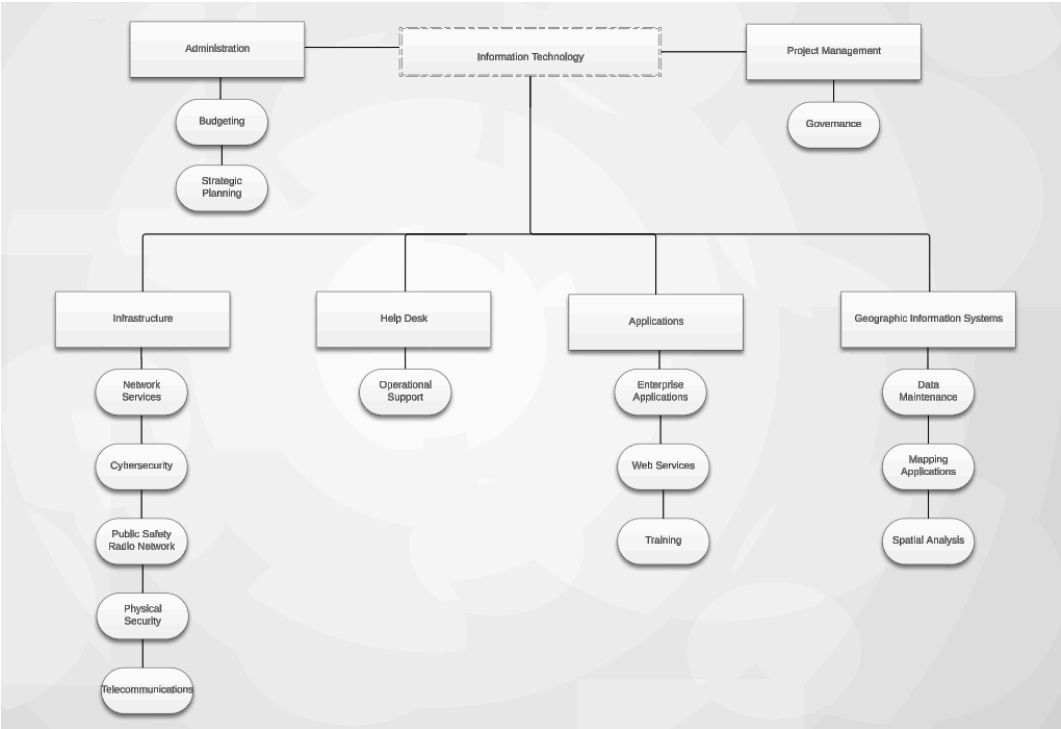
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

## 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 | Reporting Period |
|-----------------------------|---|---|-----------------|--------|------------------|
| Innovation                  | Review processes to improve the services provided by Information Technology.        | Reduce the time for full-time new employee onboarding by 50%.                 | Percent         | 50     | 2025, Baseline   |
| 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     | 2025, Baseline   |
| 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     | 2025, Baseline   |
| Thriving Workforce          | Ensure that employees have the tools and support to adequately perform their jobs.  | Resolve 90% of the Information Technology service level agreement goals.      | Percent         | 90     | 2025, Baseline   |
|                             |   |   |                 | 295    |                  |

## Department Organizational Chart



# Electronic Communications

*Provides essential services and maintenance for a wide array of citywide electronic systems, ensuring uninterrupted, high-quality communication technology for critical 24/7 operations.*

## PROGRAM ACTIVITIES

**Telecommunications/Radio:** Managing telecommunications infrastructure, including phone systems, mobile devices, microwave networks, and radio infrastructure falls under the purview of the Electronic Communications program. They ensure reliable communication channels for city employees and public safety.

**911/Emergency Services Communications:** The Electronic Communications program ensures the maintenance and operability of the Combined Communications Center, the City's 911 emergency call center. This includes 911 telephony, radio channels, dispatch systems and the systems that ensure redundancy and uptime.

**Physical Security:** In addition to cybersecurity measures, the Electronic Communications program is also responsible for managing physical security systems. This includes access control systems to regulate entry to city facilities and camera systems for surveillance and monitoring purposes, enhancing overall security and safety within city facilities.

**Technical Support:** Providing technical assistance to city staff members is a core function of the IT department. Electronic Communications program offer support and troubleshooting services for telephone, radio, access control, camera systems and other related technology tools, ensuring that staff can effectively utilize technology to carry out their duties.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$0                | \$0                    | \$0                               | \$2,158,361               |
| Expenses               | \$0                | \$0                    | \$0                               | \$2,116,170               |
| REVENUES LESS EXPENSES | \$0                | \$0                    | \$0                               | \$42,192                  |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$0                | \$0                    | \$0                               | \$2,158,361               |
| TOTAL            | \$0                | \$0                    | \$0                               | \$2,158,361               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$0                | \$0                    | \$0                               | \$731,036                 |
| Non-Capital Equipment | \$0                | \$0                    | \$0                               | \$467,540                 |
| Benefits              | \$0                | \$0                    | \$0                               | \$466,267                 |
| Supplies & Services   | \$0                | \$0                    | \$0                               | \$228,178                 |
| Allocated Costs       | \$0                | \$0                    | \$0                               | \$223,148                 |
| TOTAL                 | \$0                | \$0                    | \$0                               | \$2,116,170               |

# Enterprise Applications

*Manages, enhances, and optimizes software systems critical to city operations, ensuring seamless functionality, accurate data, and efficiency across departments.*

## PROGRAM ACTIVITIES

**Software and Application Management:** The city relies on various software applications to streamline its operations. The Enterprise Applications program is responsible for deploying, configuring, and managing software systems used in areas such as financial systems, timekeeping, document management, workorder systems, public safety, permitting, departmental systems, and citizen services to ensure efficiency and effectiveness.

**Data Management and Analytics:** Managing and analyzing data collected by the city is essential for informed decision-making. The Enterprise Applications program ensures the accuracy and integrity of municipal data, while also providing tools and platforms for data analysis to support evidence-based policymaking and service delivery.

**Application Technology Planning:** The Enterprise Applications program collaborates with other city departments to develop strategic application and implementation plans aligned with the city's goals and priorities. They identify application needs, evaluate emerging trends, and allocate resources effectively to support the city's mission and objectives.

**Website and Digital Services:** The city's website and online portals serve as vital channels for communication and service delivery to residents and businesses. The Enterprise Applications program maintains and updates these digital platforms to ensure they are accessible, user-friendly, and secure.

**Application and Computer Use Training:** The Enterprise Applications program is committed to ensuring that city staff have the necessary skills and knowledge to leverage technology effectively in their roles. They develop and deliver training programs on various IT tools, systems, and best practices tailored to city use. These training sessions cover topics such as software applications, cybersecurity awareness, data management, and emerging technologies.

**Application/Reporting Technical Support and Helpdesk Services:** Providing technical assistance to city staff members is a core function of the IT department. The Enterprise Applications program offer support and troubleshooting services for applications, databases, reporting, and other technology tools, ensuring that staff can effectively utilize technology to carry out their duties.

**Emergency Preparedness and Continuity Planning:** The IT department plays a critical role in ensuring the continuity of essential city services during emergencies. They develop and implement contingency plans, backup and recovery strategies, and disaster recovery protocols to minimize disruptions and maintain operations in challenging circumstances.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$2,149,965        | \$2,822,044            | \$2,734,518                       | \$3,471,661               |
| Expenses               | \$2,295,113        | \$3,729,192            | \$2,737,548                       | \$3,347,264               |
| REVENUES LESS EXPENSES | -\$145,148         | -\$907,148             | -\$3,030                          | \$124,397                 |

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$2,149,965        | \$2,822,044            | \$2,734,518                       | \$3,471,661               |
| <b>TOTAL</b>     | <b>\$2,149,965</b> | <b>\$2,822,044</b>     | <b>\$2,734,518</b>                | <b>\$3,471,661</b>        |

**Expenditure Detail**

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$508,600          | \$848,478              | \$1,069,895                       | \$1,247,385               |
| Supplies & Services      | \$351,794          | \$978,725              | \$961,615                         | \$1,177,158               |
| Benefits                 | \$342,667          | \$441,029              | \$495,154                         | \$673,452                 |
| Capital Equip & Projects | \$325,655          | \$1,357,444            | \$100,000                         | \$150,000                 |
| Other                    | \$434,730          | \$0                    | \$0                               | \$0                       |
| Allocated Costs          | \$76,710           | \$102,016              | \$108,114                         | \$97,268                  |
| Transfers                | \$203,373          | \$0                    | \$0                               | \$0                       |
| Debt Services & Other    | \$45,354           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment    | \$6,230            | \$1,500                | \$2,770                           | \$2,000                   |
| <b>TOTAL</b>             | <b>\$2,295,113</b> | <b>\$3,729,192</b>     | <b>\$2,737,548</b>                | <b>\$3,347,264</b>        |

# Geographic Information Systems

*Manages and leverages spatial data and technology to support informed decision-making and efficient operations across city departments, enhancing planning, public services, and emergency response capabilities.*

## PROGRAM ACTIVITIES

**Geographic Information Systems (GIS):** The GIS program oversees the management of the city's GIS infrastructure, which integrates geographic data with various city systems and applications. GIS technology enables the visualization, analysis, and interpretation of spatial data, such as maps, aerial imagery, and property information. This facilitates decision-making across city departments, including urban planning, public works, emergency services, and environmental management. The IT department ensures the accuracy, accessibility, and security of GIS data and applications, supporting city initiatives and projects that rely on spatial information.

**Emergency Operations:** The GIS program plays a critical role in ensuring the continuity of essential city services during emergencies. They develop mapping and support critical functions during emergency activations.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$599,441          | \$661,184              | \$696,385                         | \$1,238,787               |
| Expenses               | \$675,517          | \$741,130              | \$807,339                         | \$1,507,179               |
| REVENUES LESS EXPENSES | -\$76,076          | -\$79,946              | -\$110,954                        | -\$268,392                |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$599,441          | \$661,184              | \$696,385                         | \$1,238,787               |
| TOTAL            | \$599,441          | \$661,184              | \$696,385                         | \$1,238,787               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$362,930          | \$407,521              | \$467,538                         | \$885,314                 |
| Benefits              | \$211,492          | \$209,445              | \$221,212                         | \$478,061                 |
| Supplies & Services   | \$72,487           | \$88,678               | \$79,786                          | \$103,330                 |
| Allocated Costs       | \$28,609           | \$33,486               | \$34,783                          | \$38,475                  |
| Non-Capital Equipment | \$0                | \$2,000                | \$4,020                           | \$2,000                   |
| TOTAL                 | \$675,517          | \$741,130              | \$807,339                         | \$1,507,179               |

# Network Infrastructure

*Provides, manages, and optimizes the the City's critical technology infrastructure, ensuring secure and efficient communication, data exchange, and service delivery across all city functions.*

## PROGRAM ACTIVITIES

**Network Infrastructure Management:** The Network Infrastructure program oversees the maintenance and optimization of the city's network infrastructure, including servers, routers, switches, and other networking equipment. This infrastructure facilitates communication and data exchange among city departments and availability to constituents.

**Technology Planning:** The Network Infrastructure program collaborates with other city departments to develop strategic infrastructure plans for timely replacement and upkeep of critical infrastructure aligned with the city's goals and priorities. They identify technology needs, evaluate emerging trends, and allocate resources effectively to support the city's mission and objectives.

**Technical Support and Helpdesk Services:** Providing technical assistance to city staff members is a core function of the IT department. The Network Infrastructure program offer support and troubleshooting services for networking, servers, software, and other technology tools, ensuring that staff can effectively utilize technology to carry out their duties.

**Cybersecurity:** Protecting the confidentiality, integrity, and availability of municipal data and systems is a top priority. The Network Infrastructure program implements robust, multi-layered cybersecurity measures, such as firewalls, intrusion detection systems, and encryption protocols, and training, to safeguard against cyber threats and potential breaches.

**Emergency Preparedness and Continuity Planning:** The Network Infrastructure program plays a critical role in ensuring the continuity of essential city services during emergencies. They develop and implement contingency plans, backup and recovery strategies, and disaster recovery protocols to minimize disruptions and maintain operations in challenging circumstances.

**Data Management:** Managing data collected by the city is essential for informed decision-making. The Network Infrastructure program ensures the secure storage, accuracy, and integrity of municipal data, while also providing tools and platforms for data analysis to support evidence-based policymaking and service delivery.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$3,369,567        | \$3,983,595            | \$3,892,982                       | \$3,513,048               |
| Expenses               | \$3,272,503        | \$4,829,627            | \$3,423,048                       | \$3,764,686               |
| REVENUES LESS EXPENSES | \$97,064           | -\$846,032             | \$469,934                         | -\$251,638                |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$3,369,567        | \$3,983,595            | \$3,892,982                       | \$3,513,048               |
| TOTAL            | \$3,369,567        | \$3,983,595            | \$3,892,982                       | \$3,513,048               |

### Expenditure Detail



|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$1,214,577        | \$1,397,296            | \$1,253,909                       | \$1,054,719               |
| Supplies & Services   | \$526,831          | \$1,284,172            | \$1,196,540                       | \$1,150,169               |
| Benefits              | \$528,106          | \$620,279              | \$588,656                         | \$591,577                 |
| Non-Capital Equipment | \$315,343          | \$1,090,910            | \$130,330                         | \$535,210                 |
| Allocated Costs       | \$186,172          | \$192,761              | \$198,714                         | \$190,001                 |
| Transfers             | \$131,677          | \$240,830              | \$110,000                         | \$242,810                 |
| Other                 | \$346,897          | \$0                    | \$0                               | \$0                       |
| Special Projects      | \$632              | \$200                  | \$200                             | \$200                     |
| Debt Services & Other | \$22,268           | \$3,179                | -\$55,301                         | \$0                       |
| <b>TOTAL</b>          | <b>\$3,272,503</b> | <b>\$4,829,627</b>     | <b>\$3,423,048</b>                | <b>\$3,764,686</b>        |

# Library

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

## About The Library

**Department Website:** <https://library.santabarbaraca.gov/>

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.

The Library is responsible for the following programs:

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

## Authorized Positions

| Department         | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|--------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>   |                 |                     |                                  |                        |
| Library Department | 37.4            | 48                  | 39                               | 48.6                   |
| <b>FTE COUNT</b>   | <b>37.4</b>     | <b>48</b>           | <b>39</b>                        | <b>48.6</b>            |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$4,338,992        | \$4,148,582            | \$1,498,615                       | \$1,421,390               |
| Expenses               | \$14,851,711       | \$18,960,698           | \$9,594,991                       | \$10,214,639              |
| REVENUES LESS EXPENSES | -\$10,512,719      | -\$14,812,116          | -\$8,096,376                      | -\$8,793,249              |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$1,146,891        | \$1,171,339            | \$988,361                         | \$1,103,689               |
| Other Revenues         | \$2,477,624        | \$772,315              | \$347,513                         | \$126,000                 |
| Intergovernmental      | \$573,982          | \$1,175,924            | \$0                               | \$0                       |
| Internal Charges       | \$89,894           | \$970,623              | \$81,091                          | \$91,201                  |
| Use Of Money & Prpty   | \$38,103           | \$31,000               | \$66,500                          | \$66,500                  |
| Fines & Forfeitures    | \$12,499           | \$27,380               | \$15,150                          | \$34,000                  |
| TOTAL                  | \$4,338,992        | \$4,148,582            | \$1,498,615                       | \$1,421,390               |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$6,400,364        | \$8,891,773            | \$863,000                         | \$663,000                 |
| Salaries                 | \$3,369,900        | \$4,335,352            | \$4,220,894                       | \$4,387,534               |
| Benefits                 | \$1,710,931        | \$2,157,606            | \$1,983,389                       | \$2,702,213               |
| Allocated Costs          | \$1,229,918        | \$1,158,765            | \$1,212,762                       | \$1,314,807               |
| Non-Capital Equipment    | \$1,173,443        | \$954,348              | \$614,284                         | \$465,488                 |
| Supplies & Services      | \$731,805          | \$1,320,917            | \$551,893                         | \$532,828                 |
| Special Projects         | \$219,178          | \$141,938              | \$148,769                         | \$148,769                 |
| Transfers                | \$16,174           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$14,851,711       | \$18,960,698           | \$9,594,991                       | \$10,214,639              |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Revenue Funds | \$3,360,437        | \$2,956,311            | \$443,971                         | \$417,924                 |
| General Fund          | \$978,555          | \$942,271              | \$1,054,644                       | \$1,003,466               |
| General Fund-Capital  | \$0                | \$250,000              | \$0                               | \$0                       |
| TOTAL                 | \$4,338,992        | \$4,148,582            | \$1,498,615                       | \$1,421,390               |

## Expenditure Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund            | \$7,203,285        | \$7,280,987            | \$7,711,346                       | \$8,989,630               |
| Measure C - Capital     | \$3,983,515        | \$5,622,972            | \$863,000                         | \$663,000                 |
| Special Revenue Funds   | \$3,399,337        | \$5,550,038            | \$1,020,645                       | \$562,009                 |
| General Fund-Capital    | \$91,793           | \$498,811              | \$0                               | \$0                       |
| Internal Services Funds | \$173,781          | \$7,890                | \$0                               | \$0                       |

|              | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------|---------------------|------------------------|-----------------------------------|---------------------------|
| <b>TOTAL</b> | <b>\$14,851,711</b> | <b>\$18,960,698</b>    | <b>\$9,594,991</b>                | <b>\$10,214,639</b>       |

## 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.

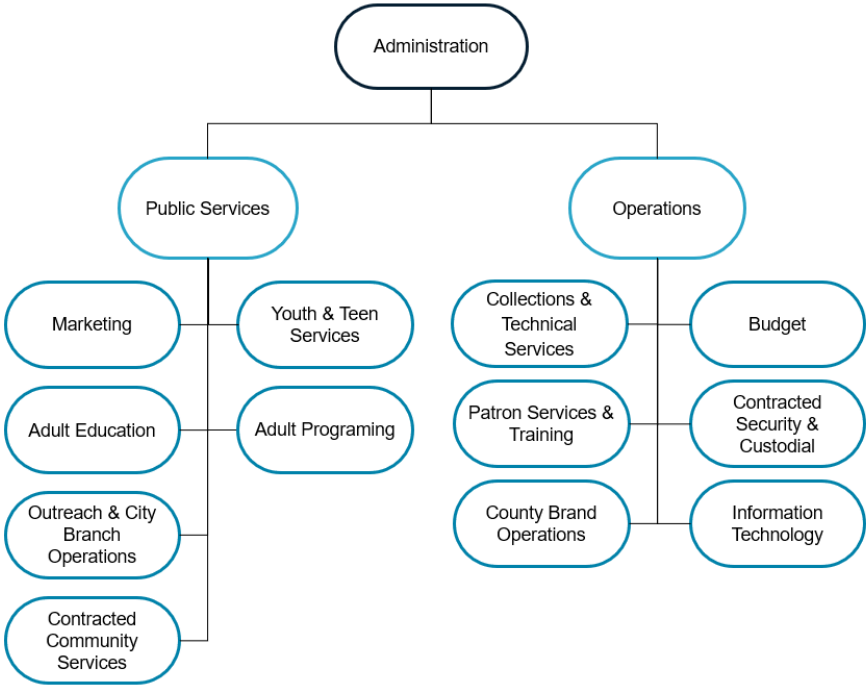
### INNOVATION

- 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 | Reporting Period |
|-----------------------------|---|--|-----------------|--------|------------------|
| Innovation                  | Address digital equity in the Library's communities and internal structural racism in itself by means of the Edge 360 Assessment.                                     | Consult with all internal SBPL stakeholders and work units to factually answer the questions in the Edge 360 Assessment. | Percent         | 100    | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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     | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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    | 2025, Baseline   |
| Organizational Optimization | Increase access to Library collections, programs, services, and facilities.   | Hours per week City Library facilities are open to the public.   | Hours           | 98     | 2025, Baseline   |
| Organizational Optimization | Leverage Library programs and services to support the business community.   | Number of State Street activations supported or organized by the Library   | Numeric Value   | 12     | 2025, Baseline   |
| Organizational Optimization | Leverage Library programs and services to support the business community.   | Number of library-organized job fairs  | Numeric Value   | 4      | 2025, Baseline   |
| Organizational Optimization | Increase access to Library collections, programs, services, and facilities.   | Number of people served by programs, collection access, and library services at offsite locations.                       | Numeric Value   | 15,000 | 2025, Baseline   |
| 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   | 50     | 2025, Baseline   |
| 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    | 2025, Baseline   |

| Pillar             | Department Goal   | Performance Measure   | Unit of Measure | Target | Reporting Period |
|--------------------|---|---|-----------------|--------|------------------|
| 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    | 2025, Baseline   |
| 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         | 86     | 2025, Baseline   |
| 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      | 2025, Baseline   |
| 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     | 2025, Baseline   |
|                    |   |   |                 | 15,975 |                  |

## Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$3,539,633        | \$2,904,873            | \$1,181,066                       | \$895,265                 |
| Expenses               | \$8,522,027        | \$10,023,715           | \$6,357,668                       | \$6,704,296               |
| REVENUES LESS EXPENSES | -\$4,982,394       | -\$7,118,842           | -\$5,176,602                      | -\$5,809,031              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$842,275          | \$801,565              | \$887,953                         | \$806,765                 |
| Other Revenues         | \$2,273,481        | \$577,315              | \$221,513                         | \$0                       |
| Intergovernmental      | \$365,742          | \$831,796              | \$0                               | \$0                       |
| Internal Charges       | \$11,872           | \$642,097              | \$0                               | \$0                       |
| Use Of Money & Prpty   | \$37,107           | \$30,000               | \$60,000                          | \$60,000                  |
| Fines & Forfeitures    | \$9,155            | \$22,100               | \$11,600                          | \$28,500                  |
| TOTAL                  | \$3,539,633        | \$2,904,873            | \$1,181,066                       | \$895,265                 |

### Expenditure Detail

|          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries | \$2,457,461        | \$3,010,312            | \$2,856,150                       | 146 \$3,019,131           |

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$2,277,754        | \$3,070,743            | \$600,000                         | \$400,000                 |
| Benefits                 | \$1,290,481        | \$1,489,703            | \$1,384,457                       | \$1,912,685               |
| Allocated Costs          | \$928,968          | \$687,211              | \$684,605                         | \$750,589                 |
| Non-Capital Equipment    | \$1,027,201        | \$771,792              | \$456,728                         | \$277,215                 |
| Supplies & Services      | \$536,192          | \$993,955              | \$375,728                         | \$344,676                 |
| Transfers                | \$3,969            | \$0                    | \$0                               | \$0                       |
| <b>TOTAL</b>             | <b>\$8,522,027</b> | <b>\$10,023,715</b>    | <b>\$6,357,668</b>                | <b>\$6,704,296</b>        |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$27,172           | \$55,284               | \$12,500                          | \$15,500                  |
| Expenses               | \$310,808          | \$610,512              | \$605,785                         | \$722,641                 |
| REVENUES LESS EXPENSES | -\$283,636         | -\$555,228             | -\$593,285                        | -\$707,141                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental      | \$0                | \$45,984               | \$0                               | \$0                       |
| Other Revenues         | \$21,225           | \$0                    | \$0                               | \$0                       |
| Fees & Service Charges | \$2,175            | \$5,300                | \$4,500                           | \$6,000                   |
| Use Of Money & Prpty   | \$765              | \$1,000                | \$6,500                           | \$6,500                   |
| Fines & Forfeitures    | \$2,052            | \$3,000                | \$1,500                           | \$3,000                   |
| Internal Charges       | \$955              | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$27,172           | \$55,284               | \$12,500                          | \$15,500                  |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$109,795          | \$236,333              | \$327,670                         | \$346,886                 |
| Benefits              | \$81,900           | \$127,939              | \$135,813                         | \$216,100                 |
| Allocated Costs       | \$34,962           | \$59,235               | \$59,410                          | 148 \$68,722              |
| Non-Capital Equipment | \$50,341           | \$50,225               | \$50,225                          | \$50,225                  |



|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$32,316           | \$56,543               | \$32,668                          | \$40,708                  |
| Capital Equip & Projects | \$540              | \$80,237               | \$0                               | \$0                       |
| Transfers                | \$955              | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$310,808          | \$610,512              | \$605,785                         | \$722,641                 |

# Library Gift Fund

## PROGRAM ACTIVITIES

The Library Gift Fund contains trusts and other bequests gifted to the Library to supplement collections, programming, and/or other services and operations.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$320,085          | \$300,000              | \$0                               | \$138,500                 |
| Expenses               | \$0                | \$100,000              | \$0                               | \$0                       |
| REVENUES LESS EXPENSES | \$320,085          | \$200,000              | \$0                               | \$138,500                 |

# Library Administration

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

## PROGRAM ACTIVITIES

Direct program and staff providing library services to residents of southern Santa Barbara County.

Prepare budget, payroll, correspondence, public relations materials, reports, documents, accounts and purchase orders.

Participate in activities of library organizations, citizen groups, state and local government boards, and committees.

Develop strategic partnerships within the community that will enhance civic engagement and provide community engagement.

Maintain cybersecurity best practices on public access computers on the library network.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$65,818           | \$328,526              | \$81,091                          | \$91,201                  |
| Expenses               | \$5,004,734        | \$6,651,242            | \$1,443,816                       | \$1,461,662               |
| REVENUES LESS EXPENSES | -\$4,938,917       | -\$6,322,716           | -\$1,362,725                      | -\$1,370,461              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$65,818           | \$328,526              | \$81,091                          | \$91,201                  |
| Other Revenues   | \$0                | \$0                    | \$0                               | \$0                       |
| TOTAL            | \$65,818           | \$328,526              | \$81,091                          | \$91,201                  |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$4,075,308        | \$5,586,783            | \$263,000                         | \$263,000                 |
| Salaries                 | \$337,621          | \$391,290              | \$429,350                         | \$415,090                 |
| Allocated Costs          | \$208,301          | \$320,237              | \$375,792                         | \$379,765                 |
| Benefits                 | \$176,729          | \$189,581              | \$206,707                         | \$232,919                 |
| Special Projects         | \$186,508          | \$141,938              | \$148,769                         | \$148,769                 |
| Supplies & Services      | \$20,268           | \$21,413               | \$20,198                          | \$22,119                  |
| TOTAL                    | \$5,004,734        | \$6,651,242            | \$1,443,816                       | \$1,461,662               |

# 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.

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$147,566          | \$317,144              | \$0                               | \$0                       |
| Expenses               | \$233,381          | \$669,510              | \$387,697                         | \$384,951                 |
| REVENUES LESS EXPENSES | -\$85,815          | -\$352,366             | -\$387,697                        | -\$384,951                |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$142,566          | \$273,144              | \$0                               | \$0                       |
| Other Revenues    | \$5,000            | \$44,000               | \$0                               | \$0                       |
| TOTAL             | \$147,566          | \$317,144              | \$0                               | \$0                       |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$181,236          | \$326,987              | \$235,977                         | \$209,794                 |
| Benefits            | \$31,162           | \$199,159              | \$114,999                         | \$121,265                 |
| Supplies & Services | \$20,984           | \$107,243              | \$600                             | \$600                     |
| Allocated Costs     | \$0                | \$36,121               | \$36,121                          | \$53,292                  |
| TOTAL               | \$233,381          | \$669,510              | \$387,697                         | \$384,951                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$128,173          | \$50,780               | \$1,500                           | \$1,500                   |
| Expenses               | \$269,844          | \$498,848              | \$293,812                         | \$379,079                 |
| REVENUES LESS EXPENSES | -\$141,671         | -\$448,068             | -\$292,312                        | -\$377,579                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental      | \$65,673           | \$25,000               | \$0                               | \$0                       |
| Other Revenues         | \$51,250           | \$25,000               | \$0                               | \$0                       |
| Internal Charges       | \$11,250           | \$0                    | \$0                               | \$0                       |
| Fees & Service Charges | \$0                | \$500                  | \$1,000                           | \$1,000                   |
| Fines & Forfeitures    | \$0                | \$280                  | \$500                             | \$500                     |
| TOTAL                  | \$128,173          | \$50,780               | \$1,500                           | \$1,500                   |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$102,463          | \$158,917              | \$164,296                         | \$204,152                 |
| Benefits                 | \$56,936           | \$91,100               | \$80,944                          | \$148,123                 |
| Capital Equip & Projects | \$45,990           | \$154,010              | \$0                               | \$0                       |
| Allocated Costs          | \$26,773           | \$23,638               | \$23,639                          | \$21,870                  |
| Non-Capital Equipment    | \$25,170           | \$45,000               | \$20,000                          | \$0                       |
| Supplies & Services      | \$1,262            | \$26,183               | \$4,933                           | \$4,933                   |
| Transfers                | \$11,250           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$269,844          | \$498,848              | \$293,812                         | \$379,079                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$430,631          | \$491,974              | \$222,458                         | \$417,924                 |
| Expenses               | \$462,506          | \$506,871              | \$506,067                         | \$562,009                 |
| REVENUES LESS EXPENSES | -\$31,875          | -\$14,897              | -\$283,609                        | -\$144,085                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$302,441          | \$363,974              | \$94,908                          | \$289,924                 |
| Other Revenues         | \$126,668          | \$126,000              | \$126,000                         | \$126,000                 |
| Fines & Forfeitures    | \$1,291            | \$2,000                | \$1,550                           | \$2,000                   |
| Use Of Money & Prpty   | \$231              | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$430,631          | \$491,974              | \$222,458                         | \$417,924                 |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$181,923          | \$211,514              | \$207,452                         | \$192,480                 |
| Supplies & Services      | \$120,724          | \$115,579              | \$117,766                         | \$119,792                 |
| Non-Capital Equipment    | \$70,731           | \$87,331               | \$87,331                          | \$138,048                 |
| Benefits                 | \$57,443           | \$60,124               | \$60,323                          | \$71,119                  |
| Allocated Costs          | \$30,914           | \$32,323               | \$33,195                          | \$40,570                  |
| Capital Equip & Projects | \$771              | \$0                    | \$0                               | \$0                       |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$462,506          | \$506,871              | \$506,067                         | \$562,009                 |

# 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

**Department Website:** <https://santabarbaraca.gov/government/mayor-city-council>

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

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

The City 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 and is responsible for the following programs:

- **Mayor & City Council**
- **Arts & Economic Vitality**

## Authorized Positions

| Department       | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b> |                 |                     |                                  |                        |
| Mayor & Council  | 8               | 8                   | 8                                | 8                      |
| <b>FTE COUNT</b> | <b>8</b>        | <b>8</b>            | <b>8</b>                         | <b>8</b>               |



# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |
| Expenses               | \$3,273,811        | \$3,414,382            | \$3,370,368                       | \$3,477,833               |
| REVENUES LESS EXPENSES | -\$3,197,725       | -\$3,319,832           | -\$3,263,368                      | -\$3,370,833              |

## Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |
| TOTAL          | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |

## Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Projects    | \$2,241,060        | \$2,222,426            | \$2,155,425                       | \$2,155,425               |
| Salaries            | \$506,158          | \$538,697              | \$551,598                         | \$590,369                 |
| Benefits            | \$264,238          | \$293,335              | \$357,618                         | \$410,739                 |
| Allocated Costs     | \$146,911          | \$174,914              | \$180,412                         | \$190,280                 |
| Supplies & Services | \$115,444          | \$185,010              | \$125,316                         | \$131,021                 |
| TOTAL               | \$3,273,811        | \$3,414,382            | \$3,370,368                       | \$3,477,833               |

# Revenue & Expenditure Detail By Fund

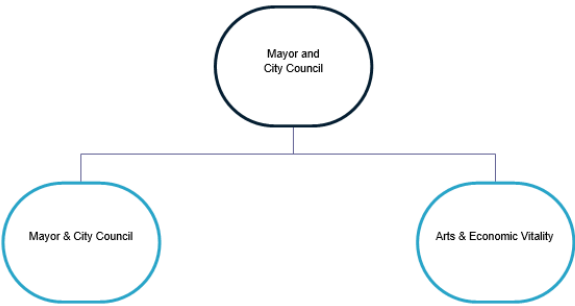
## Revenue Detail

|              | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |
| TOTAL        | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |

## Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund        | \$3,273,811        | \$3,412,595            | \$3,370,368                       | \$3,477,833               |
| Measure C - Capital | \$0                | \$1,787                | \$0                               | \$0                       |
| TOTAL               | \$3,273,811        | \$3,414,382            | \$3,370,368                       | \$3,477,833               |

# Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$1,011,780        | \$1,167,766            | \$1,191,443                       | \$1,298,908               |
| REVENUES LESS EXPENSES | -\$1,011,780       | -\$1,167,766           | -\$1,191,443                      | -\$1,298,908              |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$506,158          | \$538,697              | \$551,598                         | \$590,369                 |
| Benefits            | \$264,238          | \$293,335              | \$357,618                         | \$410,739                 |
| Allocated Costs     | \$146,911          | \$174,914              | \$180,412                         | \$190,280                 |
| Supplies & Services | \$91,387           | \$160,010              | \$100,316                         | \$106,021                 |
| Special Projects    | \$3,086            | \$810                  | \$1,500                           | \$1,500                   |
| TOTAL               | \$1,011,780        | \$1,167,766            | \$1,191,443                       | \$1,298,908               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |
| Expenses               | \$2,262,031        | \$2,246,616            | \$2,178,925                       | \$2,178,925               |
| REVENUES LESS EXPENSES | -\$2,185,944       | -\$2,152,066           | -\$2,071,925                      | -\$2,071,925              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |
| TOTAL          | \$76,086           | \$94,550               | \$107,000                         | \$107,000                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Projects    | \$2,237,974        | \$2,221,616            | \$2,153,925                       | \$2,153,925               |
| Supplies & Services | \$24,057           | \$25,000               | \$25,000                          | \$25,000                  |
| TOTAL               | \$2,262,031        | \$2,246,616            | \$2,178,925                       | \$2,178,925               |

# 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

**Department Website:** <https://sbparksandrec.santabarbaraca.gov/>

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 23 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 130 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 and is responsible for the following programs:

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

## Authorized Positions

| Department                    | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|-------------------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>              |                 |                     |                                  |                        |
| Parks & Recreation Department | 90.875          | 82                  | 82                               | 82                     |

| Department | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------|-----------------|---------------------|----------------------------------|------------------------|
| FTE COUNT  | 90.875          | 82                  | 82                               | 82                     |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$12,629,750       | \$18,961,497           | \$13,209,535                      | \$13,230,177              |
| Expenses               | \$25,242,218       | \$49,493,358           | \$33,010,772                      | \$35,490,868              |
| REVENUES LESS EXPENSES | -\$12,612,469      | -\$30,531,860          | -\$19,801,237                     | -\$22,260,691             |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$8,676,532        | \$9,015,013            | \$9,829,953                       | \$9,718,818               |
| Internal Charges       | \$1,753,636        | \$2,743,136            | \$1,884,241                       | \$1,959,241               |
| Other Revenues         | \$1,223,631        | \$2,180,755            | \$556,848                         | \$551,291                 |
| Intergovernmental      | \$20,803           | \$4,080,228            | \$0                               | \$0                       |
| Use Of Money & Prpty   | \$867,760          | \$849,430              | \$854,897                         | \$903,213                 |
| Licenses & Permits     | \$87,389           | \$92,935               | \$83,596                          | \$97,614                  |
| TOTAL                  | \$12,629,750       | \$18,961,497           | \$13,209,535                      | \$13,230,177              |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$8,150,619        | \$9,377,443            | \$9,813,274                       | \$9,967,067               |
| Supplies & Services      | \$6,157,901        | \$8,793,687            | \$7,773,426                       | \$7,778,323               |
| Capital Equip & Projects | \$1,852,082        | \$18,819,576           | \$4,865,000                       | \$4,669,000               |
| Allocated Costs          | \$4,198,794        | \$5,244,863            | \$5,049,569                       | \$5,919,272               |
| Benefits                 | \$3,962,244        | \$4,380,243            | \$4,548,331                       | \$5,191,120               |
| Special Projects         | \$500,287          | \$1,230,632            | \$373,971                         | \$373,059                 |
| Debt Services & Other    | \$99,230           | \$1,269,782            | \$0                               | \$902,327                 |
| Transfers                | \$229,978          | \$301,978              | \$525,000                         | \$600,000                 |
| Non-Capital Equipment    | \$30,329           | \$75,154               | \$62,200                          | \$90,700                  |
| Other                    | \$60,755           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$25,242,218       | \$49,493,358           | \$33,010,772                      | \$35,490,868              |

# Revenue & Expenditure By Detail

## Revenue Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund          | \$7,175,543        | \$7,531,884            | \$8,234,004                       | \$7,893,786               |
| Enterprise Funds      | \$4,446,377        | \$4,506,765            | \$4,896,642                       | \$5,300,502               |
| General Fund-Capital  | \$848,909          | \$3,874,200            | \$0                               | \$0                       |
| Special Revenue Funds | \$158,920          | \$3,048,648            | \$78,889                          | \$35,889                  |
| TOTAL                 | \$12,629,750       | \$18,961,497           | \$13,209,535                      | \$13,230,177              |

## Expenditure Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund         | \$19,831,584       | \$23,328,887           | \$23,893,750                      | \$25,529,806              |
| Measure C - Capital  | \$643,189          | \$11,563,031           | \$3,819,000                       | \$4,821,327               |
| Enterprise Funds     | \$3,467,816        | \$4,377,080            | \$4,679,010                       | \$4,953,846               |
| General Fund-Capital | \$947,875          | \$7,239,681            | \$521,000                         | 163 \$150,000             |

|                       | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|---------------------|------------------------|-----------------------------------|---------------------------|
| Special Revenue Funds | \$351,754           | \$2,984,679            | \$98,012                          | \$35,889                  |
| <b>TOTAL</b>          | <b>\$25,242,218</b> | <b>\$49,493,358</b>    | <b>\$33,010,772</b>               | <b>\$35,490,868</b>       |

## 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

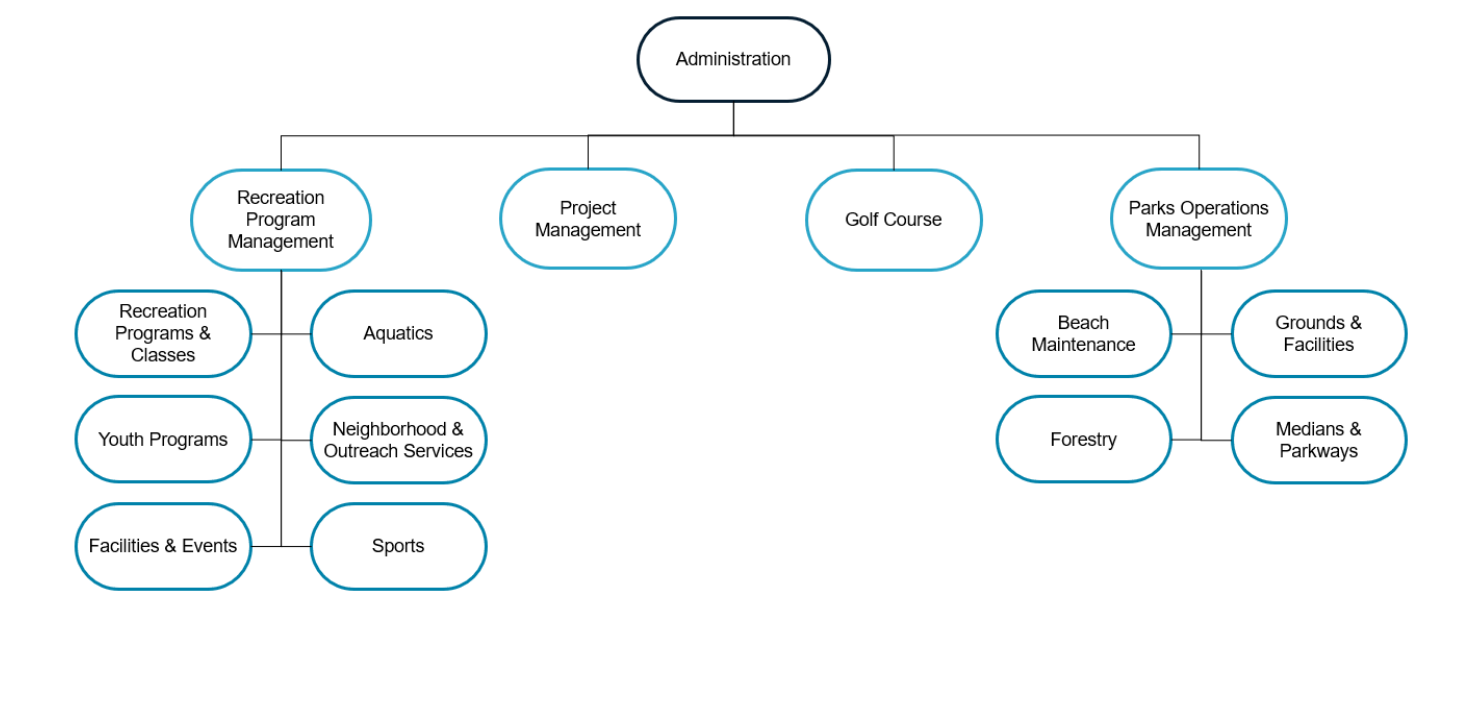
- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City’s culture and the City becomes recognized for doing so.

| Pillar                      | Department Goal  | Performance Measure  | Unit of Measure | Target    | Reporting Period |
|-----------------------------|--|--|-----------------|-----------|------------------|
| 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       | 2025, Baseline   |
| 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    | 2025, Baseline   |
| 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         | 2025, Baseline   |
| 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 | 2025, Baseline   |
| 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    | 2025, Baseline   |
| 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 shut off valves.  | Numeric Value   | 2         | 2025, Baseline   |
| 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 1 audits per quarter throughout the parks.  | Numeric Value   | 1         | 2025, Baseline   |
| 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   | 3.5       | 2025, Baseline   |
| 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 playground safety inspections   | Numeric Value   | 12        | 2025, Baseline   |



| Pillar                      | Department Goal  | Performance Measure   | Unit of Measure | Target      | Reporting Period |
|-----------------------------|--|---|-----------------|-------------|------------------|
| 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, 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           | 25,000      | 2025, Baseline   |
| 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         | 2025, Baseline   |
| 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 renovation of Louise Lowry Davis Center, Chase Palm Park Wisteria Arbor, and Alameda Plaza Lighting and Walkways.  | Numeric Value   | 3           | 2025, Baseline   |
| 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 Ortega Park Revitalization, Dwight Murphy Field Renovation, and Franceschi House  | Numeric Value   | 3           | 2025, Baseline   |
| 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 open space management and advancement of Wildland Fire Resiliency in 18 open space parks   | Numeric Value   | 18          | 2025, Baseline   |
| 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          | 2025, Baseline   |
| 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          | 2025, Baseline   |
| 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 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         | 2025, Baseline   |
| 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           | 2025, Baseline   |
| 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          | 2025, Baseline   |
|                             |  |   |                 | 7,919,594.5 |                  |

## Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$511,369          | \$502,849              | \$576,031                         | \$479,473                 |
| Expenses               | \$901,449          | \$975,962              | \$1,066,354                       | \$1,063,688               |
| REVENUES LESS EXPENSES | -\$390,081         | -\$473,113             | -\$490,323                        | -\$584,215                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$511,367          | \$502,849              | \$576,031                         | \$479,473                 |
| Other Revenues         | \$2                | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$511,369          | \$502,849              | \$576,031                         | \$479,473                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$325,735          | \$355,619              | \$379,870                         | \$384,899                 |
| Allocated Costs     | \$239,583          | \$279,227              | \$279,664                         | \$373,788                 |
| Supplies & Services | \$189,576          | \$183,441              | \$240,998                         | \$124,255                 |
| Benefits            | \$146,555          | \$157,675              | \$165,822                         | \$180,747                 |
| TOTAL               | \$901,449          | \$975,962              | \$1,066,354                       | \$1,063,688               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$799,907          | \$924,214              | \$1,032,735                       | \$1,018,993               |
| Expenses               | \$1,858,361        | \$1,909,696            | \$1,946,978                       | \$2,333,117               |
| REVENUES LESS EXPENSES | -\$1,058,455       | -\$985,482             | -\$914,243                        | -\$1,314,125              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$799,907          | \$923,214              | \$1,031,735                       | \$1,018,993               |
| Other Revenues         | \$0                | \$1,000                | \$1,000                           | \$0                       |
| TOTAL                  | \$799,907          | \$924,214              | \$1,032,735                       | \$1,018,993               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$753,407          | \$820,343              | \$862,704                         | \$995,286                 |
| Allocated Costs       | \$567,217          | \$479,976              | \$484,001                         | \$592,930                 |
| Supplies & Services   | \$309,226          | \$362,873              | \$347,998                         | \$430,047                 |
| Benefits              | \$200,417          | \$214,004              | \$222,275                         | \$284,855                 |
| Special Projects      | \$25,000           | \$27,500               | \$25,000                          | \$25,000                  |
| Non-Capital Equipment | \$3,094            | \$5,000                | \$5,000                           | \$5,000                   |
| TOTAL                 | \$1,858,361        | \$1,909,696            | \$1,946,978                       | \$2,333,117               |

# Beach Maintenance

*Clean, grade, and groom beaches to maintain clean and safe beaches for the enjoyment of residents and visitors.*

## PROGRAM ACTIVITIES

Perform maintenance duties of raking, sand grooming, and minor grading of beaches to improve safety and enhance user experience.

Remove and dispose of litter, storm debris, and dead marine mammals to prevent trash and debris from entering the ocean ecosystem.

Oversee creek outlet cleaning, maintenance, and annual installation and removal of lifeguard towers.

Complete beach monitoring surveys in conjunction with every grooming and raking cycle to identify, document and protect endangered and other species.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$135,577          | \$176,154              | \$184,267                         | \$200,757                 |
| REVENUES LESS EXPENSES | -\$135,577         | -\$176,154             | -\$184,267                        | -\$200,757                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$63,110           | \$78,009               | \$83,354                          | \$88,241                  |
| Benefits            | \$37,391           | \$41,655               | \$43,358                          | \$52,357                  |
| Allocated Costs     | \$22,035           | \$33,067               | \$33,132                          | \$36,097                  |
| Supplies & Services | \$13,041           | \$23,423               | \$24,423                          | \$24,061                  |
| TOTAL               | \$135,577          | \$176,154              | \$184,267                         | \$200,757                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$653,397          | \$693,934              | \$674,847                         | \$687,744                 |
| Expenses               | \$1,166,499        | \$1,297,226            | \$1,269,242                       | \$1,460,701               |
| REVENUES LESS EXPENSES | -\$513,102         | -\$603,292             | -\$594,395                        | -\$772,957                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty   | \$489,368          | \$526,430              | \$520,547                         | \$515,663                 |
| Licenses & Permits     | \$87,389           | \$92,935               | \$83,596                          | \$97,614                  |
| Fees & Service Charges | \$76,380           | \$69,569               | \$70,704                          | \$74,467                  |
| Internal Charges       | \$0                | \$5,000                | \$0                               | \$0                       |
| Other Revenues         | \$260              | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$653,397          | \$693,934              | \$674,847                         | \$687,744                 |

### Expenditure Detail

|                 | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries        | \$444,891          | \$533,232              | \$539,093                         | \$530,039                 |
| Allocated Costs | \$444,638          | \$351,442              | \$352,846                         | 169 \$460,472             |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Benefits              | \$182,429          | \$213,187              | \$223,190                         | \$283,214                 |
| Supplies & Services   | \$93,216           | \$197,865              | \$152,612                         | \$161,976                 |
| Non-Capital Equipment | \$1,325            | \$1,500                | \$1,500                           | \$25,000                  |
| TOTAL                 | \$1,166,499        | \$1,297,226            | \$1,269,242                       | \$1,460,701               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$1,981,335        | \$1,793,725            | \$2,094,930                       | \$1,904,926               |
| Expenses               | \$1,513,308        | \$1,858,682            | \$2,100,290                       | \$2,271,060               |
| REVENUES LESS EXPENSES | \$468,028          | -\$64,957              | -\$5,360                          | -\$366,134                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$1,859,180        | \$1,793,725            | \$2,094,930                       | \$1,904,926               |
| Use Of Money & Prpty   | \$122,993          | \$0                    | \$0                               | \$0                       |
| Other Revenues         | -\$838             | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$1,981,335        | \$1,793,725            | \$2,094,930                       | \$1,904,926               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Allocated Costs       | \$485,376          | \$798,868              | \$807,343                         | \$960,592                 |
| Salaries              | \$539,041          | \$438,867              | \$636,180                         | \$594,889                 |
| Supplies & Services   | \$288,796          | \$387,517              | \$407,222                         | \$399,797                 |
| Benefits              | \$196,899          | \$208,430              | \$229,545                         | \$290,782                 |
| Non-Capital Equipment | \$3,195            | \$25,000               | \$20,000                          | \$25,000                  |
| TOTAL                 | \$1,513,308        | \$1,858,682            | \$2,100,290                       | \$2,271,060               |

# 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.

Administer monthly Street Tree Advisory Committee meetings and issue tree permits.

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$978,666          | \$1,042,900            | \$1,073,161                       | \$1,073,161               |
| Expenses               | \$1,607,262        | \$1,987,310            | \$1,855,867                       | \$1,998,175               |
| REVENUES LESS EXPENSES | -\$628,596         | -\$944,410             | -\$782,706                        | -\$925,014                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges       | \$974,691          | \$1,008,707            | \$1,038,968                       | \$1,038,968               |
| Other Revenues         | \$0                | \$19,193               | \$19,193                          | \$19,193                  |
| Fees & Service Charges | \$3,975            | \$15,000               | \$15,000                          | \$15,000                  |
| TOTAL                  | \$978,666          | \$1,042,900            | \$1,073,161                       | \$1,073,161               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$668,728          | \$751,198              | \$775,712                         | \$779,489                 |
| Benefits              | \$396,911          | \$437,254              | \$452,719                         | \$506,228                 |
| Supplies & Services   | \$297,734          | \$295,976              | \$326,537                         | \$326,631                 |
| Allocated Costs       | \$242,626          | \$298,507              | \$299,399                         | \$384,327                 |
| Special Projects      | \$0                | \$202,875              | \$0                               | \$0                       |
| Non-Capital Equipment | \$1,263            | \$1,500                | \$1,500                           | \$1,500                   |
| TOTAL                 | \$1,607,262        | \$1,987,310            | \$1,855,867                       | \$1,998,175               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$4,467,704        | \$4,534,765            | \$4,924,642                       | \$5,328,502               |
| Expenses               | \$3,473,879        | \$4,405,080            | \$4,707,010                       | \$4,981,846               |
| REVENUES LESS EXPENSES | \$993,824          | \$129,685              | \$217,632                         | \$346,656                 |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$3,937,799        | \$3,918,765            | \$4,072,292                       | \$4,347,952               |
| Internal Charges       | \$229,978          | \$300,000              | \$525,000                         | \$600,000                 |
| Use Of Money & Prpty   | \$255,399          | \$288,000              | \$299,350                         | \$352,550                 |
| Other Revenues         | \$44,528           | \$28,000               | \$28,000                          | \$28,000                  |
| TOTAL                  | \$4,467,704        | \$4,534,765            | \$4,924,642                       | \$5,328,502               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$2,811,589        | \$3,276,612            | \$3,396,885                       | \$3,515,106               |
| Capital Equip & Projects | \$192,383          | \$588,084              | \$525,000                         | \$600,000                 |
| Transfers                | \$229,978          | \$301,978              | \$525,000                         | \$600,000                 |
| Allocated Costs          | \$74,667           | \$127,839              | \$142,516                         | \$144,224                 |
| Salaries                 | \$56,791           | \$73,176               | \$78,553                          | \$79,116                  |
| Benefits                 | \$29,272           | \$37,391               | \$39,056                          | \$43,400                  |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other                 | \$60,755           | \$0                    | \$0                               | \$0                       |
| Debt Services & Other | \$18,281           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment | \$163              | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$3,473,879        | \$4,405,080            | \$4,707,010                       | \$4,981,846               |

# 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 23 playgrounds, including routine safety inspection and follow-up, replacements, modifications for 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$547,106          | \$1,083,291            | \$537,757                         | \$575,200                 |
| Expenses               | \$5,998,980        | \$7,232,593            | \$7,238,119                       | \$7,423,775               |
| REVENUES LESS EXPENSES | -\$5,451,873       | -\$6,149,303           | -\$6,700,362                      | -\$6,848,575              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues         | \$301,090          | \$463,307              | \$419,257                         | \$456,700                 |
| Internal Charges       | \$246,016          | \$509,984              | \$3,000                           | \$3,000                   |
| Fees & Service Charges | \$0                | \$110,000              | \$115,500                         | \$115,500                 |
| TOTAL                  | \$547,106          | \$1,083,291            | \$537,757                         | \$575,200                 |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$2,122,707        | \$2,419,748            | \$2,531,832                       | \$2,584,294               |
| Supplies & Services      | \$1,190,230        | \$1,552,046            | \$1,430,468                       | \$1,535,532               |
| Benefits                 | \$1,185,611        | \$1,356,966            | \$1,409,360                       | \$1,601,354               |
| Allocated Costs          | \$1,186,260        | \$1,334,833            | \$1,350,460                       | \$1,557,594               |
| Capital Equip & Projects | \$243,016          | \$374,043              | \$371,000                         | \$0                       |
| Special Projects         | \$52,308           | \$162,003              | \$120,000                         | 175 \$120,000             |
| Non-Capital Equipment    | \$18,848           | \$32,954               | \$25,000                          | \$25,000                  |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$5,998,980        | \$7,232,593            | \$7,238,119                       | \$7,423,775               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$264,018          | \$197,555              | \$212,273                         | \$212,273                 |
| Expenses               | \$526,487          | \$551,350              | \$588,823                         | \$573,082                 |
| REVENUES LESS EXPENSES | -\$262,469         | -\$353,795             | -\$376,550                        | -\$360,809                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges       | \$174,018          | \$197,555              | \$212,273                         | \$212,273                 |
| Fees & Service Charges | \$90,000           | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$264,018          | \$197,555              | \$212,273                         | \$212,273                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$195,463          | \$331,180              | \$354,750                         | \$356,640                 |
| Salaries            | \$184,745          | \$112,568              | \$122,343                         | \$119,229                 |
| Benefits            | \$127,859          | \$72,409               | \$76,537                          | \$78,974                  |
| Allocated Costs     | \$18,419           | \$35,193               | \$35,193                          | \$18,240                  |
| TOTAL               | \$526,487          | \$551,350              | \$588,823                         | \$573,082                 |

# 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.

Implement the Park Ranger Program for public safety and enjoyment of parks and school facilities.

Respond to citizen inquiries regarding park operations, street tree operations, and record keeping.

Oversee the Citywide Integrated Pest Management program.

Coordinate volunteer projects, park project planning, and inter-departmental efforts.

Oversee the vegetation management work plan for open space parks.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$165,700          | \$53,009               | \$33,009                          | \$33,009                  |
| Expenses               | \$1,231,380        | \$1,816,873            | \$1,314,320                       | \$1,446,676               |
| REVENUES LESS EXPENSES | -\$1,065,680       | -\$1,763,864           | -\$1,281,311                      | -\$1,413,667              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$165,700          | \$53,009               | \$33,009                          | \$33,009                  |
| TOTAL          | \$165,700          | \$53,009               | \$33,009                          | \$33,009                  |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$610,245          | \$678,831              | \$680,369                         | \$681,975                 |
| Benefits              | \$326,192          | \$361,286              | \$377,035                         | \$430,517                 |
| Allocated Costs       | \$78,396           | \$192,189              | \$196,950                         | \$274,215                 |
| Special Projects      | \$172,800          | \$521,069              | \$14,500                          | \$14,500                  |
| Supplies & Services   | \$43,058           | \$59,497               | \$41,466                          | \$41,469                  |
| Non-Capital Equipment | \$688              | \$4,000                | \$4,000                           | \$4,000                   |
| TOTAL                 | \$1,231,380        | \$1,816,873            | \$1,314,320                       | \$1,446,676               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$0                | \$2,965,091            | \$75,189                          | \$75,189                  |
| Expenses               | \$1,183,372        | \$3,269,588            | \$1,580,190                       | \$1,586,827               |
| REVENUES LESS EXPENSES | -\$1,183,372       | -\$304,496             | -\$1,505,001                      | -\$1,511,638              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental      | \$0                | \$2,889,902            | \$0                               | \$0                       |
| Fees & Service Charges | \$0                | \$40,189               | \$40,189                          | \$40,189                  |
| Use Of Money & Prpty   | \$0                | \$35,000               | \$35,000                          | \$35,000                  |
| TOTAL                  | \$0                | \$2,965,091            | \$75,189                          | \$75,189                  |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$580,999          | \$850,371              | \$746,412                         | \$724,398                 |
| Allocated Costs     | \$254,835          | \$714,635              | \$421,163                         | \$431,793                 |
| Benefits            | \$317,184          | \$397,129              | \$372,523                         | \$388,332                 |
| Supplies & Services | \$30,190           | \$1,007,570            | \$40,091                          | 179 \$42,304              |

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$0                | \$299,883              | \$0                               | \$0                       |
| Non-Capital Equipment    | \$163              | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$1,183,372        | \$3,269,588            | \$1,580,190                       | \$1,586,827               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$726,715          | \$3,472,216            | \$105,000                         | \$105,000                 |
| Expenses               | \$2,075,062        | \$19,372,176           | \$4,855,159                       | \$5,896,085               |
| REVENUES LESS EXPENSES | -\$1,348,347       | -\$15,899,960          | -\$4,750,159                      | -\$5,791,085              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues    | \$576,980          | \$1,560,000            | \$0                               | \$0                       |
| Intergovernmental | \$20,803           | \$1,190,326            | \$0                               | \$0                       |
| Internal Charges  | \$128,932          | \$721,890              | \$105,000                         | \$105,000                 |
| TOTAL             | \$726,715          | \$3,472,216            | \$105,000                         | \$105,000                 |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$1,305,600        | \$17,208,887           | \$3,969,000                       | \$4,069,000               |
| Debt Services & Other    | \$42,448           | \$1,269,782            | \$0                               | \$902,327                 |
| Salaries                 | \$397,594          | \$479,230              | \$496,814                         | \$495,187                 |
| Benefits                 | \$228,927          | \$257,545              | \$267,874                         | \$292,745                 |
| Special Projects         | \$67,944           | \$94,820               | \$56,359                          | \$56,359                  |
| Allocated Costs          | \$25,775           | \$46,763               | \$46,763                          | \$62,091                  |
| Supplies & Services      | \$5,346            | \$13,150               | \$16,350                          | \$16,377                  |
| Non-Capital Equipment    | \$1,427            | \$2,000                | \$2,000                           | \$2,000                   |
| TOTAL                    | \$2,075,062        | \$19,372,176           | \$4,855,159                       | \$5,896,085               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$133,068          | \$17,000               | \$17,000                          | \$12,000                  |
| Expenses               | \$1,077,722        | \$1,339,583            | \$1,309,238                       | \$1,228,259               |
| REVENUES LESS EXPENSES | -\$944,654         | -\$1,322,583           | -\$1,292,238                      | -\$1,216,259              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$133,068          | \$17,000               | \$17,000                          | \$12,000                  |
| TOTAL          | \$133,068          | \$17,000               | \$17,000                          | \$12,000                  |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$331,989          | \$498,903              | \$499,799                         | \$482,009                 |
| Supplies & Services      | \$193,247          | \$374,621              | \$339,333                         | \$279,389                 |
| Benefits                 | \$218,556          | \$245,693              | \$265,786                         | \$323,244                 |
| Allocated Costs          | \$97,581           | \$107,838              | \$121,208                         | \$133,617                 |
| Special Projects         | \$90,134           | \$112,529              | \$83,112                          | \$10,000                  |
| Capital Equip & Projects | \$107,552          | \$0                    | \$0                               | \$0                       |
| Debt Services & Other    | \$38,500           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment    | \$163              | \$0                    | \$0                               | \$0                       |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$1,077,722        | \$1,339,583            | \$1,309,238                       | \$1,228,259               |

# 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.

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$850,224          | \$1,059,000            | \$1,171,470                       | \$1,096,600               |
| Expenses               | \$1,161,506        | \$1,741,739            | \$1,437,635                       | \$1,324,457               |
| REVENUES LESS EXPENSES | -\$311,282         | -\$682,739             | -\$266,165                        | -\$227,857                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$847,383          | \$1,059,000            | \$1,171,470                       | \$1,096,600               |
| Other Revenues         | \$2,841            | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$850,224          | \$1,059,000            | \$1,171,470                       | \$1,096,600               |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$390,363          | \$523,304              | \$533,888                         | \$348,144                 |

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$280,681          | \$356,882              | \$368,917                         | \$381,652                 |
| Allocated Costs          | \$321,419          | \$329,814              | \$349,300                         | \$320,145                 |
| Benefits                 | \$138,042          | \$152,024              | \$157,329                         | \$174,116                 |
| Capital Equip & Projects | \$3,531            | \$348,679              | \$0                               | \$0                       |
| Special Projects         | \$27,470           | \$27,836               | \$25,000                          | \$97,200                  |
| Non-Capital Equipment    | \$0                | \$3,200                | \$3,200                           | \$3,200                   |
| <b>TOTAL</b>             | <b>\$1,161,506</b> | <b>\$1,741,739</b>     | <b>\$1,437,635</b>                | <b>\$1,324,457</b>        |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$550,542          | \$621,948              | \$681,491                         | \$628,107                 |
| Expenses               | \$1,331,375        | \$1,559,345            | \$1,557,281                       | \$1,702,363               |
| REVENUES LESS EXPENSES | -\$780,833         | -\$937,397             | -\$875,790                        | -\$1,074,256              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$550,542          | \$582,702              | \$642,102                         | \$625,718                 |
| Other Revenues         | \$0                | \$39,246               | \$39,389                          | \$2,389                   |
| TOTAL                  | \$550,542          | \$621,948              | \$681,491                         | \$628,107                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$789,955          | \$930,466              | \$1,011,322                       | \$1,046,365               |
| Benefits            | \$229,998          | \$227,595              | \$245,924                         | \$260,256                 |
| Supplies & Services | \$106,825          | \$204,612              | \$120,405                         | \$176,595                 |
| Allocated Costs     | \$139,966          | \$114,672              | \$129,631                         | \$169,147                 |
| Special Projects    | \$64,630           | \$82,000               | \$50,000                          | \$50,000                  |
| TOTAL               | \$1,331,375        | \$1,559,345            | \$1,557,281                       | \$1,702,363               |

# 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

Department Website: <https://santabarbaraca.gov/government/departments/santa-barbara-police-department>

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.

- **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 Bureau**

# Authorized Positions

| Department        | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|-------------------|-----------------|---------------------|----------------------------------|------------------------|
| FTE Count         |                 |                     |                                  |                        |
| Police Department | 211             | 210                 | 210                              | 210                    |
| FTE COUNT         | 211             | 210                 | 210                              | 210                    |



# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$3,947,419        | \$5,223,171            | \$6,063,770                       | \$4,820,264               |
| Expenses               | \$51,658,128       | \$66,024,942           | \$63,975,234                      | \$58,780,453              |
| REVENUES LESS EXPENSES | -\$47,710,710      | -\$60,801,771          | -\$57,911,464                     | -\$53,960,189             |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fines & Forfeitures    | \$1,218,558        | \$2,341,201            | \$2,785,600                       | \$2,535,600               |
| Fees & Service Charges | \$649,163          | \$837,250              | \$851,000                         | \$851,000                 |
| Intergovernmental      | \$629,085          | \$804,560              | \$454,086                         | \$454,086                 |
| Internal Charges       | \$571,780          | \$220,000              | \$1,063,434                       | \$220,000                 |
| Taxes                  | \$383,123          | \$393,000              | \$388,087                         | \$415,000                 |
| Other Revenues         | \$292,851          | \$286,659              | \$180,563                         | \$203,578                 |
| Licenses & Permits     | \$102,542          | \$140,500              | \$141,000                         | \$141,000                 |
| Use Of Money & Prpty   | \$100,316          | \$200,000              | \$200,000                         | \$0                       |
| TOTAL                  | \$3,947,419        | \$5,223,171            | \$6,063,770                       | \$4,820,264               |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$24,202,008       | \$29,278,206           | \$30,556,171                      | \$28,075,504              |
| Benefits                 | \$17,438,789       | \$21,880,916           | \$22,934,814                      | \$20,810,243              |
| Allocated Costs          | \$3,149,631        | \$4,021,842            | \$4,253,005                       | \$4,536,254               |
| Supplies & Services      | \$3,067,720        | \$4,063,132            | \$3,794,211                       | \$3,721,419               |
| Capital Equip & Projects | \$2,171,774        | \$3,690,064            | \$1,500,000                       | \$700,000                 |
| Non-Capital Equipment    | \$919,952          | \$1,894,226            | \$653,982                         | \$653,982                 |
| Transfers                | \$420,107          | \$230,000              | \$230,000                         | \$230,000                 |
| Special Projects         | \$24,640           | \$929,881              | \$16,000                          | \$16,000                  |
| Debt Services & Other    | \$263,508          | \$36,675               | \$37,051                          | \$37,051                  |
| TOTAL                    | \$51,658,128       | \$66,024,942           | \$63,975,234                      | \$58,780,453              |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund            | \$2,938,222        | \$3,852,185            | \$5,154,684                       | \$4,111,178               |
| Special Revenue Funds   | \$888,177          | \$1,170,986            | \$709,086                         | \$709,086                 |
| Internal Services Funds | \$100,000          | \$200,000              | \$200,000                         | \$0                       |
| Fiduciary Funds         | \$21,020           | \$0                    | \$0                               | \$0                       |
| TOTAL                   | \$3,947,419        | \$5,223,171            | \$6,063,770                       | \$4,820,264               |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| General Fund          | \$48,465,377       | \$59,916,659           | \$60,844,581                      | \$56,829,092              |
| Measure C - Capital   | \$1,999,062        | \$4,142,029            | \$1,950,000                       | \$1,150,000               |
| Special Revenue Funds | \$889,729          | \$1,896,273            | \$1,180,653                       | 189 \$801,361             |

|                         | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|---------------------|------------------------|-----------------------------------|---------------------------|
| Internal Services Funds | \$303,960           | \$69,981               | \$0                               | \$0                       |
| <b>TOTAL</b>            | <b>\$51,658,128</b> | <b>\$66,024,942</b>    | <b>\$63,975,234</b>               | <b>\$58,780,453</b>       |

## 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

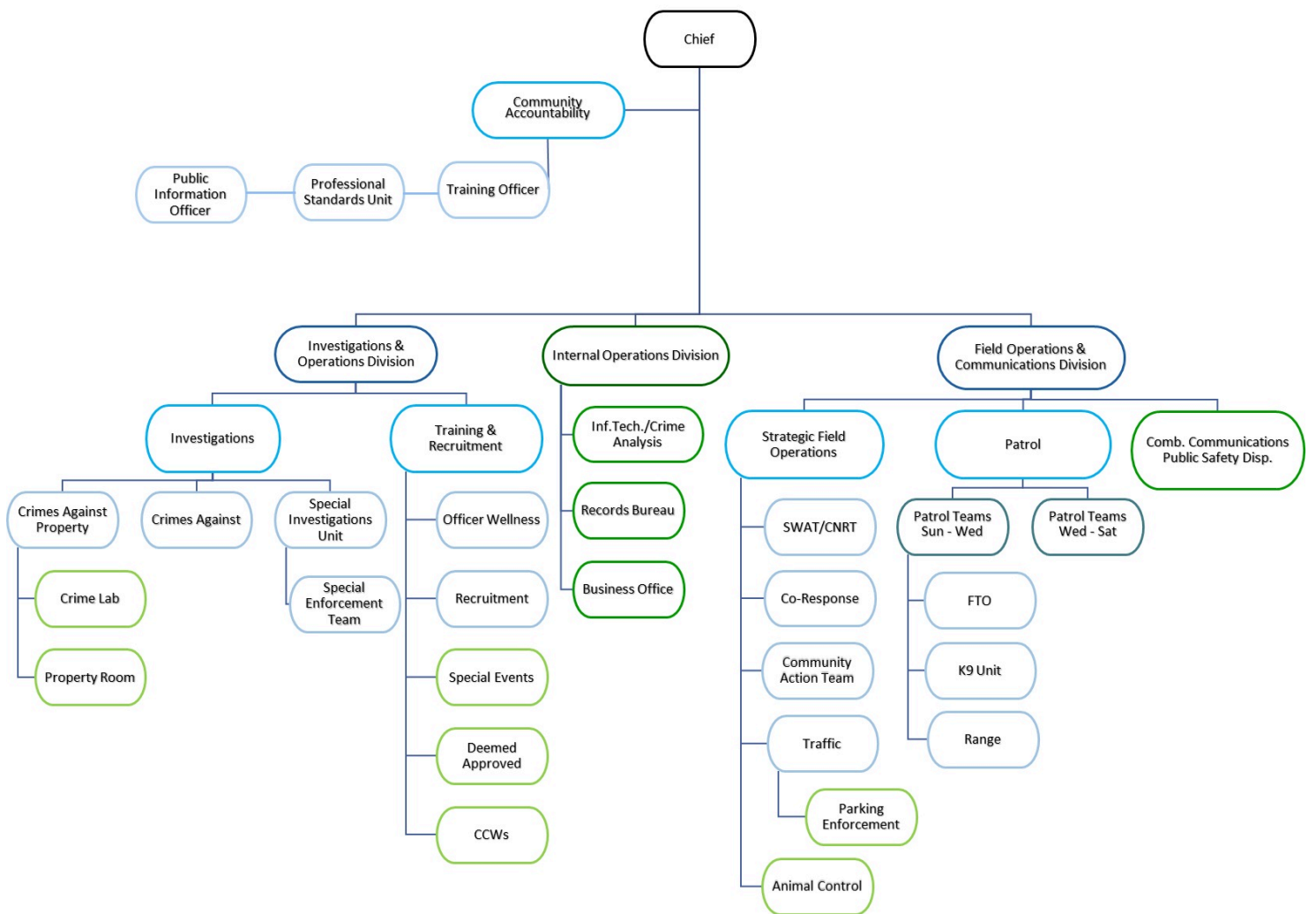
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

### 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     | Reporting Period |
|-----------------------------|---|--|-----------------|------------|------------------|
| 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          | 2025, Baseline   |
| 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          | 2025, Baseline   |
| 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         | 2025, Baseline   |
| 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          | 2025, Baseline   |
| 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         | 2025, Baseline   |
| 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        | 2025, Baseline   |
|                             |   |  |                 | <b>193</b> |                  |

## Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$76,972           | \$117,500              | \$118,000                         | \$118,000                 |
| Expenses               | \$919,808          | \$1,034,843            | \$1,083,098                       | \$1,077,991               |
| REVENUES LESS EXPENSES | -\$842,837         | -\$917,343             | -\$965,098                        | -\$959,991                |

### Revenue Detail

|                    | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Licenses & Permits | \$74,385           | \$114,500              | \$115,000                         | \$115,000                 |
| Other Revenues     | \$2,587            | \$3,000                | \$3,000                           | \$3,000                   |
| TOTAL              | \$76,972           | \$117,500              | \$118,000                         | \$118,000                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$464,960          | \$546,587              | \$567,589                         | \$567,589                 |
| Salaries            | \$239,163          | \$237,867              | \$250,446                         | \$246,099                 |
| Benefits            | \$127,299          | \$142,812              | \$149,041                         | \$174,721                 |
| Allocated Costs     | \$88,386           | \$99,577               | \$112,022                         | \$85,582                  |
| Special Projects    | \$0                | \$8,000                | \$4,000                           | \$4,000                   |
| TOTAL               | \$919,808          | \$1,034,843            | \$1,083,098                       | \$1,077,991               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$204,332          | \$276,000              | \$276,000                         | \$276,000                 |
| Expenses               | \$615,383          | \$948,093              | \$995,137                         | \$1,107,733               |
| REVENUES LESS EXPENSES | -\$411,051         | -\$672,093             | -\$719,137                        | -\$831,733                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$176,175          | \$250,000              | \$250,000                         | \$250,000                 |
| Licenses & Permits     | \$28,157           | \$26,000               | \$26,000                          | \$26,000                  |
| TOTAL                  | \$204,332          | \$276,000              | \$276,000                         | \$276,000                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$328,214          | \$546,825              | \$572,428                         | \$568,041                 |
| Benefits            | \$203,406          | \$309,922              | \$322,553                         | \$436,807                 |
| Allocated Costs     | \$51,479           | \$46,055               | \$53,393                          | \$61,623                  |
| Supplies & Services | \$32,284           | \$45,291               | \$46,763                          | \$41,263                  |
| TOTAL               | \$615,383          | \$948,093              | \$995,137                         | \$1,107,733               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$1,508,814        | \$2,676,451            | \$3,089,687                       | \$2,866,600               |
| Expenses               | \$3,538,900        | \$6,315,953            | \$4,171,607                       | \$3,446,596               |
| REVENUES LESS EXPENSES | -\$2,030,086       | -\$3,639,502           | -\$1,081,920                      | -\$579,996                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fines & Forfeitures    | \$797,861          | \$2,036,201            | \$2,460,600                       | \$2,210,600               |
| Taxes                  | \$383,123          | \$393,000              | \$388,087                         | \$415,000                 |
| Fees & Service Charges | \$278,167          | \$205,250              | \$209,000                         | \$209,000                 |
| Other Revenues         | \$49,011           | \$42,000               | \$32,000                          | \$32,000                  |
| Use Of Money & Prpty   | \$651              | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$1,508,814        | \$2,676,451            | \$3,089,687                       | \$2,866,600               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$1,961,267        | \$3,690,064            | \$1,500,000                       | \$700,000                 |
| Salaries                 | \$892,972          | \$920,306              | \$951,574                         | \$982,417                 |
| Allocated Costs          | \$118,893          | \$863,854              | \$885,486                         | \$985,855                 |
| Benefits                 | \$480,430          | \$724,240              | \$753,319                         | \$697,096                 |
| Supplies & Services      | \$74,488           | \$48,074               | \$32,177                          | \$32,177                  |
| Debt Services & Other    | \$0                | \$36,675               | \$37,051                          | \$37,051                  |
| Special Projects         | \$10,850           | \$32,740               | \$12,000                          | \$12,000                  |
| <b>TOTAL</b>             | <b>\$3,538,900</b> | <b>\$6,315,953</b>     | <b>\$4,171,607</b>                | <b>\$3,446,596</b>        |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$3,663,065        | \$3,769,483            | \$3,986,099                       | \$4,577,784               |
| REVENUES LESS EXPENSES | -\$3,663,065       | -\$3,769,483           | -\$3,986,099                      | -\$4,577,784              |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$2,445,459        | \$2,376,822            | \$2,523,016                       | \$2,560,573               |
| Benefits            | \$1,032,448        | \$1,198,394            | \$1,250,148                       | \$1,772,369               |
| Allocated Costs     | \$104,027          | \$128,332              | \$147,214                         | \$179,201                 |
| Supplies & Services | \$81,132           | \$65,935               | \$65,721                          | \$65,640                  |
| TOTAL               | \$3,663,065        | \$3,769,483            | \$3,986,099                       | \$4,577,784               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$25,000           | \$101,425              | \$0                               | \$0                       |
| Expenses               | \$1,542,893        | \$2,662,760            | \$1,376,244                       | \$2,147,719               |
| REVENUES LESS EXPENSES | -\$1,517,893       | -\$2,561,334           | -\$1,376,244                      | -\$2,147,719              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$25,000           | \$101,425              | \$0                               | \$0                       |
| TOTAL          | \$25,000           | \$101,425              | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$880,245          | \$1,022,110            | \$749,653                         | \$1,221,679               |
| Benefits              | \$617,642          | \$718,213              | \$591,358                         | \$879,239                 |
| Special Projects      | \$0                | \$889,141              | \$0                               | \$0                       |
| Allocated Costs       | \$11,136           | \$23,605               | \$26,232                          | \$37,800                  |
| Supplies & Services   | \$8,685            | \$9,690                | \$9,000                           | \$9,000                   |
| Non-Capital Equipment | \$25,185           | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$1,542,893        | \$2,662,760            | \$1,376,244                       | \$2,147,719               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$161,921          | \$192,961              | \$201,187                         | \$218,380                 |
| REVENUES LESS EXPENSES | -\$161,921         | -\$192,961             | -\$201,187                        | -\$218,380                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$103,493          | \$111,908              | \$116,354                         | \$110,846                 |
| Benefits            | \$51,677           | \$66,182               | \$68,956                          | \$90,361                  |
| Allocated Costs     | \$4,224            | \$6,913                | \$7,919                           | \$9,215                   |
| Supplies & Services | \$2,527            | \$7,958                | \$7,958                           | \$7,958                   |
| TOTAL               | \$161,921          | \$192,961              | \$201,187                         | \$218,380                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$51,073           | \$52,000               | \$52,000                          | \$52,000                  |
| Expenses               | \$5,842,108        | \$8,514,979            | \$8,919,152                       | \$7,220,263               |
| REVENUES LESS EXPENSES | -\$5,791,035       | -\$8,462,979           | -\$8,867,152                      | -\$7,168,263              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$51,073           | \$52,000               | \$52,000                          | \$52,000                  |
| TOTAL             | \$51,073           | \$52,000               | \$52,000                          | \$52,000                  |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$2,964,884        | \$4,601,272            | \$4,843,196                       | \$3,965,590               |
| Benefits              | \$2,270,831        | \$3,500,560            | \$3,666,228                       | \$2,803,632               |
| Allocated Costs       | \$461,643          | \$231,830              | \$265,344                         | \$306,601                 |
| Supplies & Services   | \$144,749          | \$147,117              | \$144,384                         | \$144,439                 |
| Non-Capital Equipment | \$0                | \$34,200               | \$0                               | \$0                       |
| TOTAL                 | \$5,842,108        | \$8,514,979            | \$8,919,152                       | \$7,220,263               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$866,697          | \$783,104              | \$803,104                         | \$803,104                 |
| Expenses               | \$22,469,238       | \$24,804,153           | \$25,989,800                      | \$23,428,373              |
| REVENUES LESS EXPENSES | -\$21,602,541      | -\$24,021,049          | -\$25,186,696                     | -\$22,625,269             |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fines & Forfeitures    | \$420,697          | \$305,000              | \$325,000                         | \$325,000                 |
| Intergovernmental      | \$226,787          | \$218,104              | \$218,104                         | \$218,104                 |
| Internal Charges       | \$189,270          | \$220,000              | \$220,000                         | \$220,000                 |
| Fees & Service Charges | \$11,401           | \$40,000               | \$40,000                          | \$40,000                  |
| Other Revenues         | \$18,877           | \$0                    | \$0                               | \$0                       |
| Use Of Money & Prpty   | -\$335             | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$866,697          | \$783,104              | \$803,104                         | \$803,104                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$11,754,556       | \$12,960,722           | \$13,556,747                      | \$12,538,449              |
| Benefits              | \$9,351,363        | \$10,688,028           | \$11,196,202                      | \$9,565,671               |
| Allocated Costs       | \$649,308          | \$616,195              | \$704,513                         | \$791,915                 |
| Supplies & Services   | \$270,783          | \$290,321              | \$302,338                         | \$302,338                 |
| Transfers             | \$420,107          | \$230,000              | \$230,000                         | \$230,000                 |
| Non-Capital Equipment | \$23,121           | \$18,887               | \$0                               | \$0                       |
| TOTAL                 | \$22,469,238       | \$24,804,153           | \$25,989,800                      | \$23,428,373              |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$200,504          | \$114,734              | \$120,063                         | \$143,078                 |
| Expenses               | \$1,935,226        | \$1,866,758            | \$1,842,077                       | \$1,853,534               |
| REVENUES LESS EXPENSES | -\$1,734,722       | -\$1,752,024           | -\$1,722,014                      | -\$1,710,457              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues    | \$186,714          | \$114,734              | \$120,063                         | \$143,078                 |
| Intergovernmental | \$13,790           | \$0                    | \$0                               | \$0                       |
| TOTAL             | \$200,504          | \$114,734              | \$120,063                         | \$143,078                 |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$678,102          | \$625,330              | \$650,248                         | \$640,757                 |
| Supplies & Services      | \$582,889          | \$628,657              | \$557,363                         | \$582,363                 |
| Benefits                 | \$342,175          | \$353,913              | \$369,744                         | \$451,504                 |
| Allocated Costs          | \$125,200          | \$146,439              | \$149,722                         | \$63,910                  |
| Non-Capital Equipment    | \$92,952           | \$112,419              | \$115,000                         | \$115,000                 |
| Capital Equip & Projects | \$74,388           | \$0                    | \$0                               | \$0                       |
| Debt Services & Other    | \$25,730           | \$0                    | \$0                               | \$0                       |
| Special Projects         | \$13,790           | \$0                    | \$0                               | \$0                       |
| <b>TOTAL</b>             | <b>\$1,935,226</b> | <b>\$1,866,758</b>     | <b>\$1,842,077</b>                | <b>\$1,853,534</b>        |

# 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.

Locate and impound vehicles owned or operated by habitual parking offenders that have 5 or more outstanding parking violations.

Issue warnings and/or tow vehicles stored on City streets and other City maintained or owned property.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$382,510          | \$0                    | \$843,434                         | \$0                       |
| Expenses               | \$1,133,460        | \$1,559,409            | \$1,641,897                       | \$1,760,611               |
| REVENUES LESS EXPENSES | -\$750,950         | -\$1,559,409           | -\$798,463                        | -\$1,760,611              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$382,510          | \$0                    | \$843,434                         | \$0                       |
| TOTAL            | \$382,510          | \$0                    | \$843,434                         | \$0                       |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$432,587          | \$819,510              | \$873,328                         | \$828,305                 |
| Benefits                 | \$479,896          | \$590,752              | \$616,200                         | \$777,075                 |
| Allocated Costs          | \$75,979           | \$92,091               | \$96,187                          | \$105,049                 |
| Supplies & Services      | \$8,879            | \$57,056               | \$56,182                          | \$50,182                  |
| Capital Equip & Projects | \$136,119          | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$1,133,460        | \$1,559,409            | \$1,641,897                       | \$1,760,611               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$284,181          | \$289,940              | \$305,188                         | \$338,792                 |
| REVENUES LESS EXPENSES | -\$284,181         | -\$289,940             | -\$305,188                        | -\$338,792                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$171,458          | \$161,769              | \$171,562                         | \$166,895                 |
| Benefits            | \$95,602           | \$106,976              | \$111,517                         | \$147,113                 |
| Allocated Costs     | \$6,805            | \$11,029               | \$11,883                          | \$14,558                  |
| Supplies & Services | \$10,316           | \$10,166               | \$10,226                          | \$10,226                  |
| TOTAL               | \$284,181          | \$289,940              | \$305,188                         | \$338,792                 |



# 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      | 1      | 0      | 0      |
| FTE COUNT                    | 1      | 1      | 0      | 0      |

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$64,984           | \$0                    | \$0                               | \$0                       |
| Expenses               | \$2,226,384        | \$2,929,382            | \$1,929,542                       | \$1,900,458               |
| REVENUES LESS EXPENSES | -\$2,161,400       | -\$2,929,382           | -\$1,929,542                      | -\$1,900,458              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$64,984           | \$0                    | \$0                               | \$0                       |
| TOTAL             | \$64,984           | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Allocated Costs       | \$1,098,387        | \$1,386,834            | \$1,387,272                       | \$1,478,615               |
| Non-Capital Equipment | \$518,647          | \$1,155,353            | \$0                               | \$0                       |
| Supplies & Services   | \$446,414          | \$371,579              | \$374,863                         | \$404,863                 |
| Salaries              | \$104,354          | \$7,620                | \$105,377                         | 205 \$8,119               |

|          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------|--------------------|------------------------|-----------------------------------|---------------------------|
| Benefits | \$58,583           | \$7,996                | \$62,030                          | \$8,861                   |
| TOTAL    | \$2,226,384        | \$2,929,382            | \$1,929,542                       | \$1,900,458               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$101,548          | \$120,500              | \$120,500                         | \$120,500                 |
| Expenses               | \$1,748,711        | \$2,328,769            | \$2,433,205                       | \$2,670,963               |
| REVENUES LESS EXPENSES | -\$1,647,162       | -\$2,208,269           | -\$2,312,705                      | -\$2,550,463              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$90,886           | \$95,000               | \$95,000                          | \$95,000                  |
| Other Revenues    | \$10,662           | \$25,500               | \$25,500                          | \$25,500                  |
| TOTAL             | \$101,548          | \$120,500              | \$120,500                         | \$120,500                 |

### Expenditure Detail

|          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |             |
|----------|--------------------|------------------------|-----------------------------------|---------------------------|-------------|
| Salaries | \$906,941          | \$1,273,407            | \$1,346,587                       | 207                       | \$1,316,414 |
| Benefits | \$633,072          | \$846,873              | \$879,093                         |                           | \$1,124,053 |

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Allocated Costs     | \$147,222          | \$112,382              | \$126,732                         | \$149,703                 |
| Supplies & Services | \$61,475           | \$96,107               | \$80,793                          | \$80,793                  |
| TOTAL               | \$1,748,711        | \$2,328,769            | \$2,433,205                       | \$2,670,963               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$229,026          | -\$7,861               | \$447,272                         | \$166,766                 |
| REVENUES LESS EXPENSES | -\$229,026         | \$7,861                | -\$447,272                        | -\$166,766                |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Benefits            | \$206,877          | -\$8,995               | \$158,002                         | \$41,236                  |
| Salaries            | \$11,201           | -\$22,092              | \$263,458                         | \$108,194                 |
| Allocated Costs     | \$10,948           | \$17,574               | \$20,160                          | \$17,336                  |
| Supplies & Services | \$0                | \$5,652                | \$5,652                           | \$0                       |
| TOTAL               | \$229,026          | -\$7,861               | \$447,272                         | \$166,766                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$183,421          | \$192,000              | \$202,000                         | \$202,000                 |
| Expenses               | \$646,056          | \$663,763              | \$687,601                         | \$699,244                 |
| REVENUES LESS EXPENSES | -\$462,635         | -\$471,763             | -\$485,601                        | -\$497,244                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$183,421          | \$192,000              | \$202,000                         | \$202,000                 |
| TOTAL                  | \$183,421          | \$192,000              | \$202,000                         | \$202,000                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$492,921          | \$441,722              | \$457,573                         | \$454,893                 |
| Supplies & Services | \$84,472           | \$158,857              | \$164,063                         | \$164,063                 |
| Benefits            | \$65,517           | \$56,935               | \$58,973                          | \$71,460                  |
| Allocated Costs     | \$3,146            | \$6,249                | \$6,993                           | \$8,828                   |
| TOTAL               | \$646,056          | \$663,763              | \$687,601                         | \$699,244                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$107,561          | \$350,000              | \$350,000                         | \$150,000                 |
| Expenses               | \$2,189,977        | \$1,953,977            | \$2,024,954                       | \$2,564,775               |
| REVENUES LESS EXPENSES | -\$2,082,416       | -\$1,603,977           | -\$1,674,954                      | -\$2,414,775              |

### Revenue Details

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty   | \$100,000          | \$200,000              | \$200,000                         | \$0                       |
| Fees & Service Charges | \$0                | \$150,000              | \$150,000                         | \$150,000                 |
| Intergovernmental      | \$7,561            | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$107,561          | \$350,000              | \$350,000                         | \$150,000                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$782,687          | \$398,118              | \$414,248                         | \$890,837                 |
| Supplies & Services   | \$326,580          | \$699,551              | \$735,741                         | \$470,179                 |
| Benefits              | \$522,193          | \$275,223              | \$292,269                         | \$616,349                 |
| Non-Capital Equipment | \$196,432          | \$452,324              | \$450,000                         | \$450,000                 |
| Allocated Costs       | \$124,308          | \$128,761              | \$132,697                         | \$137,410                 |
| Debt Services & Other | \$237,778          | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$2,189,977        | \$1,953,977            | \$2,024,954                       | \$2,564,775               |

# 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.

Administer Office of Traffic Safety grants to improve traffic safety.

Investigate traffic collisions.

Collaborate with the City's Traffic Engineer to improve roadway safety.

Provide public education about traffic issues.

Conduct Driving Under the Influence (DUI) and Seatbelt Checkpoints to promote motorist safety and reduce collisions.

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

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$86,685           | \$351,319              | \$0                               | \$0                       |
| Expenses               | \$621,487          | \$1,257,443            | \$959,320                         | \$1,121,763               |
| REVENUES LESS EXPENSES | -\$534,802         | -\$906,124             | -\$959,320                        | -\$1,121,763              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$86,685           | \$351,319              | \$0                               | \$0                       |
| TOTAL             | \$86,685           | \$351,319              | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$332,015          | \$744,284              | \$490,884                         | \$606,639                 |
| Benefits              | \$253,255          | \$399,071              | \$395,665                         | \$437,116                 |
| Allocated Costs       | \$31,338           | \$41,431               | \$48,440                          | \$53,678                  |
| Supplies & Services   | \$4,880            | \$62,657               | \$24,331                          | \$24,331                  |
| Non-Capital Equipment | \$0                | \$10,000               | \$0                               | \$0                       |
| TOTAL                 | \$621,487          | \$1,257,443            | \$959,320                         | \$1,121,763               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$1,678,121        | \$4,615,108            | \$4,668,546                       | \$2,389,726               |
| REVENUES LESS EXPENSES | -\$1,678,121       | -\$4,615,108           | -\$4,668,546                      | -\$2,389,726              |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$673,614          | \$2,043,312            | \$2,211,839                       | \$860,757                 |
| Benefits            | \$532,531          | \$1,732,435            | \$1,818,623                       | \$715,579                 |
| Supplies & Services | \$462,206          | \$811,825              | \$609,015                         | \$764,015                 |
| Allocated Costs     | \$9,770            | \$27,536               | \$29,069                          | \$49,375                  |
| TOTAL               | \$1,678,121        | \$4,615,108            | \$4,668,546                       | \$2,389,726               |

# 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

**Department Website:** <https://santabarbaraca.gov/government/departments/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: (split into two columns)

- 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 Capital Fund
- Street Sweeping Fund
- Transportation Development Fund
- Transportation Sales Tax Fund – Measure A
- Wastewater Fund
- Wastewater Capital Fund
- Water Fund
- Water Capital Fund

Public Works is responsible for the following programs:

- Administration (Public Works)
  - Annex Yard Management
  - Building Maintenance
  - Commercial Street Sweeping
  - 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

Authorized Positions

| Department              | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|-------------------------|-----------------|---------------------|----------------------------------|------------------------|
| FTE Count               |                 |                     |                                  |                        |
| Public Works Department | 307             | 303.2               | 310.65                           | 311                    |
| FTE COUNT               | 307             | 303.2               | 310.65                           | 311                    |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$186,019,549      | \$232,529,317          | \$199,772,296                     | \$204,732,280             |
| Expenses               | \$192,357,593      | \$337,623,134          | \$241,096,934                     | \$240,145,516             |
| REVENUES LESS EXPENSES | -\$6,338,044       | -\$105,093,817         | -\$41,324,638                     | -\$35,413,236             |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$96,969,773       | \$101,994,663          | \$111,355,028                     | \$114,190,817             |
| Internal Charges       | \$49,111,289       | \$48,080,907           | \$52,842,346                      | \$53,145,242              |
| Intergovernmental      | \$19,812,471       | \$60,841,204           | \$13,419,157                      | \$13,501,581              |
| Use Of Money & Prpty   | \$4,777,645        | \$8,240,380            | \$8,231,129                       | \$10,193,529              |
| Taxes                  | \$8,190,590        | \$7,375,415            | \$7,596,676                       | \$7,596,676               |
| Taxes, Fees, & Fines   | \$3,431,143        | \$3,679,326            | \$3,864,615                       | \$3,846,432               |
| Other Revenues         | \$2,532,384        | \$1,588,126            | \$1,737,989                       | \$1,481,039               |
| Licenses & Permits     | \$1,194,255        | \$729,295              | \$725,356                         | \$776,963                 |
| TOTAL                  | \$186,019,549      | \$232,529,317          | \$199,772,296                     | \$204,732,280             |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$54,486,601       | \$174,811,862          | \$66,079,596                      | \$65,023,379              |
| Transfers                | \$34,800,619       | \$34,406,721           | \$38,853,796                      | \$36,778,971              |
| Salaries                 | \$31,228,959       | \$34,793,896           | \$38,069,367                      | \$39,135,560              |
| Supplies & Services      | \$25,822,528       | \$34,234,911           | \$31,153,444                      | \$32,595,603              |
| Allocated Costs          | \$16,109,586       | \$18,850,970           | \$20,167,780                      | \$20,727,237              |
| Benefits                 | \$15,255,721       | \$17,243,215           | \$18,405,407                      | \$21,862,251              |
| Special Projects         | \$11,197,639       | \$12,284,090           | \$14,978,692                      | \$12,954,343              |
| Debt Services & Other    | \$2,560,215        | \$10,116,095           | \$12,647,192                      | \$10,264,796              |
| Non-Capital Equipment    | \$804,552          | \$881,375              | \$741,660                         | \$803,376                 |
| Other                    | \$91,174           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$192,357,593      | \$337,623,134          | \$241,096,934                     | \$240,145,516             |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Enterprise Funds        | \$132,978,641      | \$145,898,130          | \$154,487,808                     | \$157,061,757             |
| Special Revenue Funds   | \$33,301,068       | \$63,999,968           | \$22,363,947                      | \$21,654,702              |
| Internal Services Funds | \$14,274,464       | \$15,228,715           | \$16,289,512                      | \$16,354,578              |
| General Fund            | \$7,934,913        | \$8,896,428            | \$8,955,832                       | \$9,571,387               |
| General Fund-Capital    | \$53,822           | \$125,890              | \$89,856                          | \$89,856                  |
| TOTAL                   | \$188,542,908      | \$234,149,131          | \$202,186,956                     | \$204,732,280             |

## Expenditure Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Enterprise Funds | \$123,542,197      | \$182,271,691          | \$163,023,780                     | 216 \$159,163,679         |

|                         | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|----------------------|------------------------|-----------------------------------|---------------------------|
| Special Revenue Funds   | \$34,418,905         | \$67,655,171           | \$25,792,299                      | \$22,532,080              |
| Measure C - Capital     | \$13,613,800         | \$54,936,312           | \$25,170,000                      | \$28,605,000              |
| Internal Services Funds | \$11,896,982         | \$18,156,958           | \$15,994,902                      | \$14,919,500              |
| General Fund            | \$10,150,827         | \$12,882,065           | \$13,891,603                      | \$14,477,514              |
| General Fund-Capital    | \$1,665,365          | \$3,510,680            | \$450,000                         | \$450,000                 |
| <b>TOTAL</b>            | <b>\$195,288,075</b> | <b>\$339,412,877</b>   | <b>\$244,322,585</b>              | <b>\$240,147,773</b>      |

Enterprise Fund Revenue Detail

|                       | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|----------------------|------------------------|-----------------------------------|---------------------------|
| Water Fund            | \$86,762,691         | \$93,635,732           | \$101,651,388                     | \$104,697,363             |
| Wastewater Fund       | \$35,164,776         | \$40,557,269           | \$36,930,527                      | \$36,562,814              |
| Downtown Parking Fund | \$11,051,174         | \$11,705,129           | \$15,905,893                      | \$15,801,580              |
| <b>TOTAL</b>          | <b>\$132,978,641</b> | <b>\$145,898,130</b>   | <b>\$154,487,808</b>              | <b>\$157,061,757</b>      |

Enterprise Fund Expense Detail

|                       | FY 2023<br>Actuals   | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|----------------------|------------------------|-----------------------------------|---------------------------|
| Water Fund            | \$82,432,164         | \$118,789,329          | \$106,453,401                     | \$107,827,001             |
| Wastewater Fund       | \$30,367,063         | \$49,033,476           | \$38,611,504                      | \$37,252,187              |
| Downtown Parking Fund | \$10,742,969         | \$14,448,886           | \$17,958,875                      | \$14,084,491              |
| <b>TOTAL</b>          | <b>\$123,542,197</b> | <b>\$182,271,691</b>   | <b>\$163,023,780</b>              | <b>\$159,163,679</b>      |

# 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                      | Department Goal  | Performance Measure                                   | Unit of Measure | Target | Reporting Period |
|------------|---------------------------------|--|---|-----------------|--------|------------------|
| Innovation | Public Works - Downtown Parking | Leverage technology to enhance communication and improve customer service for our community. | Continue to expand self-service fee collection hours. | Hours           | 516    | 2024, Baseline   |

| Pillar                      | Department                      | Department Goal   | Performance Measure   | Unit of Measure | Target | Reporting Period |
|-----------------------------|---------------------------------|---|---|-----------------|--------|------------------|
| Innovation                  | Public Works - Downtown Parking | Leverage technology to enhance communication and improve customer service for our community.  | Partner with Downtown Santa Barbara to identify and execute new promotional campaigns to encourage locals to visit Downtown.  | Numeric Value   | 12     | 2025, Baseline   |
| Innovation                  | Public Works - Water Resources  | Leverage technology to enhance communication and improve customer service for our community.  | Video inspect (CCTV) and complete a pipeline assessment/rating for 100% by the end of FY25.   | Percent         | 100    | 2025, Baseline   |
| Innovation                  | Public Works - Engineering      | Leverage technology to enhance communication and improve customer service for our community.  | Develop an asset management program   | Numeric Value   | 1      | 2025, Baseline   |
| Innovation                  | Public Works - Transportation   | Leverage technology to enhance communication and improve customer service for our community.  | Be guest speakers at local conferences, schools, and community organizations.   | Numeric Value   | 2      | 2025, Baseline   |
| Innovation                  | Public Works - Downtown Parking | Leverage technology to enhance communication and improve customer service for our community.  | Implement a safety hazard and maintenance reporting system for the public   | Numeric Value   | 1      | 2025, Baseline   |
| Innovation                  | Public Works - Fleet/Facilities | Leverage technology to enhance communication and improve customer service for our community.  | Increase in alternative fuel and electric vehicles.   | Percent         | 5      | 2025, Baseline   |
| Innovation                  | Public Works - Streets          | Leverage technology to enhance communication and improve customer service for our community.  | Provide Streets educational information via social media and outreach   | Numeric Value   | 250    | 2025, Baseline   |
| Innovation                  | Public Works - Transportation   | Leverage technology to enhance communication and improve customer service for our community.  | 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      | 2025, Baseline   |
| Innovation                  | Public Works - Transportation   | Leverage technology to enhance communication and improve customer service for our community.  | Complete GIS Storyboard of Bike Facilities and integrate with Regional Bike Facilities Mapping and Citywide Asset Management Program.   | Percent         | 100    | 2025, Baseline   |
| Innovation                  | Public Works - Transportation   | Leverage technology to enhance communication and improve customer service for our community.  | 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    | 2025, Baseline   |
| Innovation                  | Public Works - Transportation   | Leverage technology to enhance communication and improve customer service for our community.  | Leverage multiple communication platforms.  | Numeric Value   | 4      | 2025, Baseline   |
| Innovation                  | Public Works - Downtown Parking | Leverage technology to enhance communication and improve customer service for our community.  | Simplify resident requests for on-street parking changes.   | Numeric Value   | 4      | 2025, Baseline   |
| Innovation                  | Public Works - Water Resources  | Leverage technology to enhance communication and improve customer service for our community.  | Complete a pilot utilizing Daupler to answer customer phone calls and dispatch Water Resources services by the end of FY25. If successful, transition to Daupler for all customer phone calls and dispatching services in FY26. | Percent         | 100    | 2025, Baseline   |
| Innovation                  | Public Works - Fleet/Facilities | Leverage technology to enhance communication and improve customer service for our community.  | Projects successfully completed.  | Percent         | 100    | 2025, Baseline   |
| Organizational Optimization | Public Works - Downtown Parking | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Complete all monthly facility safety inspections.   | Numeric Value   | 45     | 2025, Baseline   |
| Organizational Optimization | Public Works - Admin            | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Percent of frequently-viewed Public Works public webpages reviewed and updated annually   | Percent         | 80     | 2025, Baseline   |
| Organizational Optimization | Public Works - Downtown Parking | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Conduct informational tabling events on the State Street Promenade.   | Numeric Value   | 12     | 2025, Baseline   |
| Organizational Optimization | Public Works - Admin            | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Percent of complaints responded to within 5 working days  | Percent         | 80     | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Percentage of traffic signals receiving preventative maintenance every 90 days  | Percent         | 99     | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Number of traffic signs replaced  | Numeric Value   | 2,000  | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Average time to abate graffiti  | Days            | 3      | 2025, Baseline   |

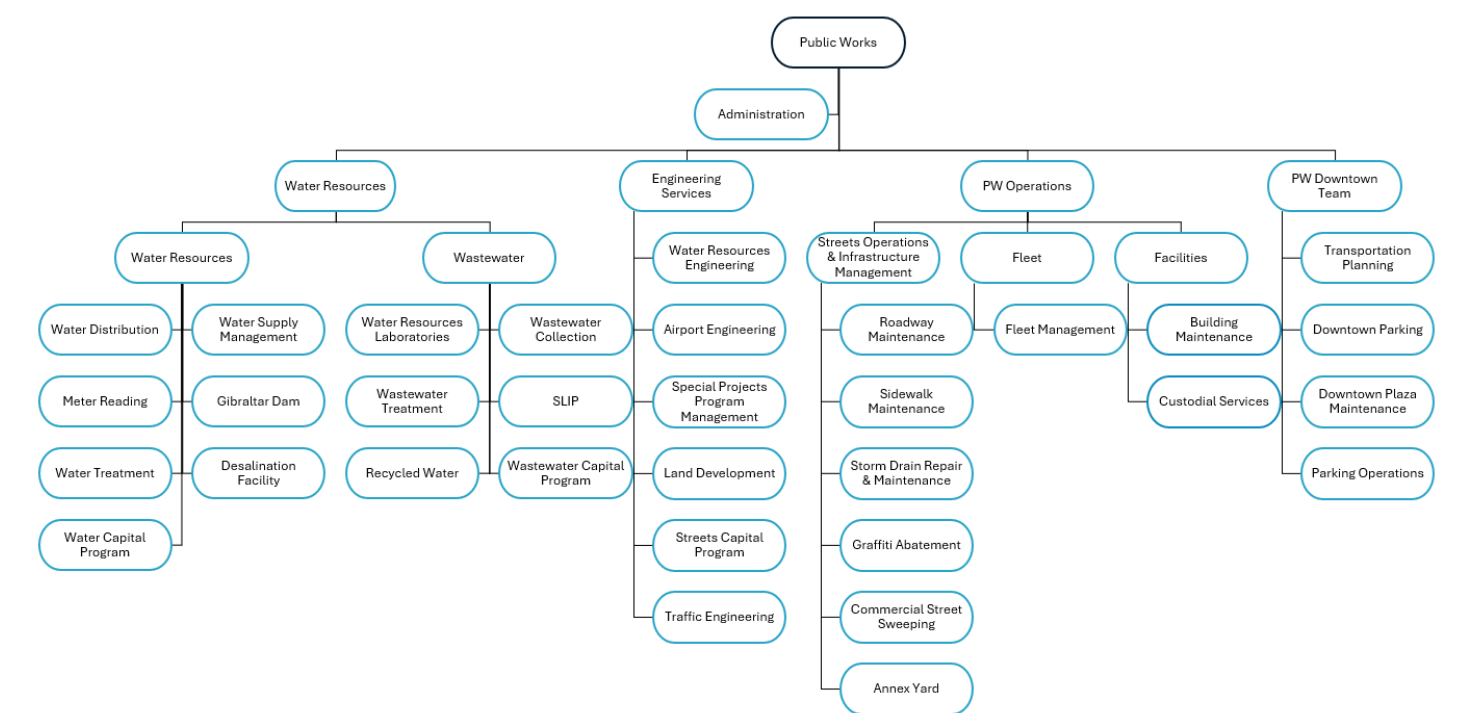
| Pillar                      | Department                      | Department Goal   | Performance Measure  | Unit of Measure | Target  | Reporting Period |
|-----------------------------|---------------------------------|---|--|-----------------|---------|------------------|
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Amount of graffiti removed or painted over   | Numeric Value   | 150,000 | 2025, Baseline   |
| Organizational Optimization | Public Works - Fleet/Facilities | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Fleet Maintenance work orders completed.   | Percent         | 95      | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Percentage of speed survey zones that are current  | Percent         | 100     | 2025, Baseline   |
| Organizational Optimization | Public Works - Admin            | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Percent of weeks providing City News in Brief submittals   | Percent         | 80      | 2025, Baseline   |
| Organizational Optimization | Public Works - Fleet/Facilities | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Building Maintenance work orders completed.  | Percent         | 95      | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Number of ADA accessible access ramps installed  | Numeric Value   | 100     | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Number of traffic collisions resulting in severe or fatal injuries on City streets   | Numeric Value   | 20      | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Number of potholes filled  | Numeric Value   | 800     | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Pavement Condition Index   | Numeric Value   | 72      | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Amount of pavement maintenance performed (measured in city blocks)   | Numeric Value   | 100     | 2025, Baseline   |
| Organizational Optimization | Public Works - Downtown Parking | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Maintain a high level of Ambassador presence on State Street   | Hours           | 150     | 2025, Baseline   |
| Organizational Optimization | Public Works - Downtown Parking | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Inspect and secure safety hazards within one hour of reporting.  | Percent         | 100     | 2025, Baseline   |
| Organizational Optimization | Public Works - Water Resources  | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Utilizing various media platforms to develop 24 timely and informative public outreach articles targeting an average of 2 per month.   | Numeric Value   | 24      | 2025, Baseline   |
| Organizational Optimization | Public Works - Transportation   | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | 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   | 2025, Baseline   |
| Organizational Optimization | Public Works - Transportation   | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Complete Traffic Model Update and amend Transportation Management Strategy accordingly.  | Percent         | 100     | 2025, Baseline   |
| Organizational Optimization | Public Works - Downtown Parking | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Regularly assess and pro-actively identify on-street parking needs.  | Numeric Value   | 50      | 2025, Baseline   |
| Organizational Optimization | Public Works - Transportation   | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | 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   | 2025, Baseline   |
| Organizational Optimization | Public Works - Downtown Parking | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community. | Respond to equipment malfunction calls that affect customer entry and exit times within twelve minutes.  | Percent         | 95      | 2025, Baseline   |

| Pillar                      | Department                      | Department Goal   | Performance Measure   | Unit of Measure | Target | Reporting Period |
|-----------------------------|---------------------------------|---|---|-----------------|--------|------------------|
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community.   | Number of curb miles of street sweeping performed   | Numeric Value   | 3,000  | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community.   | Amount of sidewalk, curb, and gutter replaced   | Numeric Value   | 32,000 | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community.   | Complete an annual collision analysis for Santa Barbara to identify locations in need of collision mitigation and/or increased enforcement            | Numeric Value   | 1      | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community.   | Number of sidewalk trip hazards repaired by concrete grinding or asphalt ramping  | Numeric Value   | 20,000 | 2025, Baseline   |
| Organizational Optimization | Public Works - Streets          | Efficiently operate and maintain the City's facilities, fleet, and infrastructure to improve quality of life, enhance economic vitality, and earn the trust and high regard of our community.   | Number of storm drain inlets repaired or cleaned during off season in preparation for wet season  | Percent         | 100    | 2025, Baseline   |
| Thriving Workforce          | Public Works - Water Resources  | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Conduct an annual employee survey to get feedback on job satisfaction.  | Numeric Value   | 1      | 2025, Baseline   |
| Thriving Workforce          | Public Works - Admin            | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Percent of survey rating by attendees of the workplace value offered by the quarterly training sessions for Public Works administrative support staff | Percent         | 80     | 2025, Baseline   |
| Thriving Workforce          | Public Works - Admin            | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Percent of new employee survey ratings for resources and support on the job in first 30 days as at least adequate                                     | Percent         | 90     | 2025, Baseline   |
| Thriving Workforce          | Public Works - Water Resources  | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Hold at least 2 virtual informational sessions for all Water Resources staff.   | Numeric Value   | 2      | 2025, Baseline   |
| Thriving Workforce          | Public Works - Admin            | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Percent of employee evaluations received on time  | Percent         | 80     | 2025, Baseline   |
| Thriving Workforce          | Public Works - Downtown Parking | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Partner with Traffic Engineering staff to offer training in principals of curb management and safety.   | Numeric Value   | 1      | 2025, Baseline   |
| Thriving Workforce          | Public Works - Streets          | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Provide training opportunities to Streets staff to improve safety practices and knowledge on Streets maintenance                                      | Numeric Value   | 5      | 2025, Baseline   |
| Thriving Workforce          | Public Works - Transportation   | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Staff to attend 2 yearly intensive technical transportation planning/engineering trainings that are specific to workload efforts.                     | Numeric Value   | 2      | 2025, Baseline   |



| Pillar             | Department                      | Department Goal   | Performance Measure   | Unit of Measure | Target  | Reporting Period |
|--------------------|---------------------------------|---|---|-----------------|---------|------------------|
| Thriving Workforce | Public Works - Downtown Parking | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Offer monthly trainings on maintenance equipment usage and protocols. | Numeric Value   | 12      | 2025, Baseline   |
| Thriving Workforce | Public Works - Fleet/Facilities | Committed to building and sustaining a thriving workforce by hiring, training, and developing staff to meet workload demands, and fostering a culture of meaningful employment, professional enrichment, advancement opportunities and the most competitive compensation in the region. | Number of completed development activity.                             | Numeric Value   | 1       | 2025, Baseline   |
|                    |                                 |   |   |                 | 213,054 |                  |

## Department Organizational Chart



# 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.

## Financial Information

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$294,806          | \$323,635              | \$325,864                         | \$325,864                 |
| Expenses               | \$259,052          | \$370,060              | \$350,121                         | \$380,133                 |
| REVENUES LESS EXPENSES | \$35,754           | -\$46,425              | -\$24,258                         | -\$54,269                 |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$294,806          | \$323,635              | \$325,864                         | \$325,864                 |
| TOTAL            | \$294,806          | \$323,635              | \$325,864                         | \$325,864                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Allocated Costs     | \$77,823           | \$124,302              | \$102,867                         | \$129,337                 |
| Salaries            | \$102,331          | \$90,257               | \$90,135                          | \$86,936                  |
| Supplies & Services | \$26,927           | \$102,199              | \$102,199                         | \$102,803                 |
| Benefits            | \$51,971           | \$53,302               | \$54,920                          | \$61,057                  |
| TOTAL               | \$259,052          | \$370,060              | \$350,121                         | \$380,133                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$3,531,818        | \$3,015,424            | \$3,773,783                       | \$4,307,571               |
| Expenses               | \$3,569,680        | \$4,625,147            | \$4,382,924                       | \$4,261,015               |
| REVENUES LESS EXPENSES | -\$37,863          | -\$1,609,723           | -\$609,142                        | \$46,556                  |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$3,526,890        | \$3,009,924            | \$3,768,283                       | \$4,302,071               |
| Other Revenues   | \$4,928            | \$5,500                | \$5,500                           | \$5,500                   |
| TOTAL            | \$3,531,818        | \$3,015,424            | \$3,773,783                       | \$4,307,571               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$1,358,569        | \$1,310,297            | \$1,797,470                       | \$1,481,150               |
| Benefits                 | \$859,770          | \$872,329              | \$1,005,899                       | \$1,007,592               |
| Allocated Costs          | \$601,054          | \$686,244              | \$711,233                         | \$743,718                 |
| Capital Equip & Projects | \$33,775           | \$1,286,198            | \$450,000                         | \$450,000                 |
| Special Projects         | \$346,057          | \$332,392              | \$289,072                         | \$315,300                 |
| Supplies & Services      | \$176,383          | \$133,277              | \$124,250                         | \$258,255                 |
| Transfers                | \$190,000          | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment    | \$4,072            | \$4,410                | \$5,000                           | \$5,000                   |
| TOTAL                    | \$3,569,680        | \$4,625,147            | \$4,382,924                       | \$4,261,015               |

# Commercial 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.

## FINANCIAL INFORMATION

|                        | FY 2023 Actuals | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------------------|-----------------|---------------------|--------------------------------|------------------------|
| Revenues               | \$203,500       | \$287,712           | \$301,360                      | \$305,746              |
| Expenses               | \$227,620       | \$287,712           | \$314,821                      | \$303,489              |
| REVENUES LESS EXPENSES | -\$24,120       | \$0                 | -\$13,461                      | \$2,257                |

### Revenue Detail

|                     | FY 2023 Actuals | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|---------------------|-----------------|---------------------|--------------------------------|------------------------|
| Internal Charges    | \$635,967       | \$493,374           | \$511,136                      | \$305,746              |
| Fines & Forfeitures | \$473,776       | \$0                 | \$714,000                      | \$0                    |
| TOTAL               | \$1,109,743     | \$493,374           | \$1,225,136                    | \$305,746              |

### Expenditure Detail

|                       | FY 2023 Actuals | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|-----------------------|-----------------|---------------------|--------------------------------|------------------------|
| Supplies & Services   | \$540,065       | \$305,205           | \$735,649                      | \$220,821              |
| Transfers             | \$382,510       | \$0                 | \$421,717                      | \$0                    |
| Salaries              | \$77,831        | \$96,055            | \$109,478                      | \$29,337               |
| Benefits              | \$53,663        | \$59,263            | \$66,996                       | \$28,302               |
| Allocated Costs       | \$44,439        | \$44,942            | \$46,955                       | \$27,287               |
| Non-Capital Equipment | \$0             | \$2,100             | \$2,205                        | \$0                    |
| TOTAL                 | \$1,098,508     | \$507,565           | \$1,383,000                    | \$305,746              |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$1,932,000        | \$1,815,967            | \$1,967,187                       | \$2,162,133               |
| Expenses               | \$1,861,981        | \$1,949,185            | \$2,053,267                       | \$2,312,134               |
| REVENUES LESS EXPENSES | \$70,019           | -\$133,218             | -\$86,079                         | -\$150,001                |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$1,932,000        | \$1,815,967            | \$1,967,187                       | \$2,162,133               |
| TOTAL            | \$1,932,000        | \$1,815,967            | \$1,967,187                       | \$2,162,133               |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries            | \$643,673          | \$586,159              | \$838,091                         | \$903,628                 |
| Supplies & Services | \$608,344          | \$707,590              | \$441,324                         | \$451,084                 |
| Benefits            | \$443,507          | \$432,049              | \$545,767                         | \$700,662                 |
| Allocated Costs     | \$166,458          | \$223,387              | \$228,085                         | \$256,761                 |
| TOTAL               | \$1,861,981        | \$1,949,185            | \$2,053,267                       | \$2,312,134               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$6,623,244        | \$11,799,726           | \$12,584,723                      | \$14,321,331              |
| REVENUES LESS EXPENSES | -\$6,623,244       | -\$11,799,726          | -\$12,584,723                     | -\$14,321,331             |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$5,008,481        | \$6,722,864            | \$7,240,482                       | \$9,358,442               |
| Debt Services & Other    | \$966,473          | \$4,209,611            | \$4,209,611                       | \$4,209,611               |
| Salaries                 | \$299,796          | \$375,467              | \$445,379                         | \$473,576                 |
| Allocated Costs          | \$225,294          | \$239,855              | \$427,766                         | \$3,521                   |
| Benefits                 | \$123,200          | \$195,929              | \$203,734                         | \$218,431                 |
| Capital Equip & Projects | \$0                | \$50,000               | \$42,000                          | \$42,000                  |
| Non-Capital Equipment    | \$0                | \$6,000                | \$15,750                          | \$15,750                  |
| TOTAL                    | \$6,623,244        | \$11,799,726           | \$12,584,723                      | \$14,321,331              |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$11,051,174       | \$11,705,129           | \$15,905,893                      | \$15,801,580              |
| Expenses               | \$10,744,673       | \$14,448,886           | \$17,958,875                      | \$16,434,491              |
| REVENUES LESS EXPENSES | \$306,501          | -\$2,743,757           | -\$2,052,982                      | -\$632,911                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$7,597,057        | \$8,118,386            | \$10,337,194                      | \$12,158,584              |
| Internal Charges       | \$1,903,092        | \$1,879,922            | \$3,665,808                       | \$1,899,922               |
| Other Revenues         | \$1,149,454        | \$1,038,493            | \$1,262,400                       | \$1,012,400               |
| Use Of Money & Prpty   | \$304,015          | \$474,329              | \$453,190                         | \$514,590                 |
| Licenses & Permits     | \$93,988           | \$108,239              | \$101,540                         | \$125,235                 |
| Intergovernmental      | \$3,567            | \$85,760               | \$85,761                          | \$90,849                  |
| TOTAL                  | \$11,051,174       | \$11,705,129           | \$15,905,893                      | \$15,801,580              |

### Expenditure Detail

|          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries | \$3,811,807        | \$4,336,077            | \$4,529,545                       | 227 \$4,876,636           |

|                          | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|---------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$2,276,107         | \$2,593,856            | \$2,369,012                       | \$2,524,791               |
| Allocated Costs          | \$2,051,734         | \$2,351,710            | \$2,550,885                       | \$2,576,430               |
| Capital Equip & Projects | \$270,461           | \$2,379,352            | \$3,825,000                       | \$2,800,000               |
| Transfers                | \$782,472           | \$909,600              | \$2,904,600                       | \$1,506,648               |
| Benefits                 | \$1,245,336         | \$1,344,590            | \$1,400,092                       | \$1,661,653               |
| Special Projects         | \$299,300           | \$493,693              | \$342,742                         | \$433,893                 |
| Non-Capital Equipment    | \$7,455             | \$30,008               | \$27,000                          | \$44,440                  |
| Debt Services & Other    | \$0                 | \$10,000               | \$10,000                          | \$10,000                  |
| <b>TOTAL</b>             | <b>\$10,744,673</b> | <b>\$14,448,886</b>    | <b>\$17,958,875</b>               | <b>\$16,434,491</b>       |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$5,690,544        | \$7,164,334            | \$7,203,356                       | \$7,744,678               |
| Expenses               | \$11,342,642       | \$12,109,544           | \$11,398,577                      | \$11,296,592              |
| REVENUES LESS EXPENSES | -\$5,652,098       | -\$4,945,210           | -\$4,195,221                      | -\$3,551,914              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$5,689,994        | \$7,164,334            | \$7,203,356                       | \$7,744,678               |
| Other Revenues   | \$550              | \$0                    | \$0                               | \$0                       |
| TOTAL            | \$5,690,544        | \$7,164,334            | \$7,203,356                       | \$7,744,678               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$4,275,265        | \$6,030,279            | \$6,381,869                       | \$6,714,211               |
| Benefits              | \$2,050,873        | \$2,769,338            | \$2,856,463                       | \$3,429,225               |
| Transfers             | \$4,332,810        | \$2,540,600            | \$1,458,575                       | \$352,591                 |
| Allocated Costs       | \$507,994          | \$523,208              | \$525,658                         | \$619,988                 |
| Supplies & Services   | \$140,795          | \$169,244              | \$136,057                         | \$140,622                 |
| Non-Capital Equipment | \$16,493           | \$37,084               | \$28,000                          | \$28,000                  |
| Special Projects      | \$18,412           | \$39,791               | \$11,955                          | \$11,955                  |
| TOTAL                 | \$11,342,642       | \$12,109,544           | \$11,398,577                      | \$11,296,592              |

# 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.

Coordinate with Engineering Division staff in the bid, award, and inspection of Facilities Capital Projects.

Develop the necessary funding to facilitate the Facilities Capital Program.

Develop detailed spending plan and budget for potential increased Measure C funding for capital projects and maintenance backlog.

Review and approve plans and specifications developed for constructing Facilities Capital Projects.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$190,000          | \$0                    | \$0                               | \$0                       |
| Expenses               | \$5,033,121        | \$11,195,854           | \$6,250,000                       | \$2,935,000               |
| REVENUES LESS EXPENSES | -\$4,843,122       | -\$11,195,854          | -\$6,250,000                      | -\$2,935,000              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$190,000          | \$0                    | \$0                               | \$0                       |
| TOTAL            | \$190,000          | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$5,033,121        | \$11,195,854           | \$6,250,000                       | \$2,935,000               |
| TOTAL                    | \$5,033,121        | \$11,195,854           | \$6,250,000                       | \$2,935,000               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$7,046,759        | \$8,659,538            | \$8,760,533                       | \$9,559,010               |
| Expenses               | \$4,588,933        | \$10,755,236           | \$8,404,895                       | \$8,416,219               |
| REVENUES LESS EXPENSES | \$2,457,826        | -\$2,095,699           | \$355,638                         | \$1,142,791               |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty | \$3,387,166        | \$5,314,993            | \$5,320,549                       | \$5,904,871               |
| Internal Charges     | \$3,360,411        | \$3,147,443            | \$3,251,006                       | \$3,451,387               |
| Other Revenues       | \$299,182          | \$197,102              | \$188,978                         | \$202,752                 |
| TOTAL                | \$7,046,759        | \$8,659,538            | \$8,760,533                       | \$9,559,010               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$1,017,219        | \$6,998,962            | \$3,637,829                       | \$3,637,829               |
| Salaries                 | \$1,096,332        | \$650,469              | \$1,259,813                       | \$1,307,729               |
| Supplies & Services      | \$1,187,409        | \$963,145              | \$973,826                         | \$988,932                 |
| Allocated Costs          | \$504,474          | \$804,677              | \$830,149                         | \$940,007                 |
| Benefits                 | \$643,266          | \$650,408              | \$721,689                         | \$860,133                 |
| Debt Services & Other    | \$88,007           | \$621,372              | \$621,371                         | \$621,371                 |
| Special Projects         | \$46,181           | \$61,252               | \$350,867                         | \$50,867                  |
| Non-Capital Equipment    | \$4,577            | \$3,484                | \$7,884                           | \$7,884                   |
| Transfers                | \$1,467            | \$1,467                | \$1,467                           | 231<br>\$1,467            |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$4,588,933        | \$10,755,236           | \$8,404,895                       | \$8,416,219               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$573,652          | \$751,218              | \$666,490                         | \$694,075                 |
| REVENUES LESS EXPENSES | -\$573,652         | -\$751,218             | -\$666,490                        | -\$694,075                |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$255,574          | \$254,545              | \$266,757                         | \$266,456                 |
| Supplies & Services   | \$131,227          | \$169,989              | \$168,412                         | \$168,413                 |
| Benefits              | \$104,241          | \$120,352              | \$124,934                         | \$150,593                 |
| Special Projects      | \$81,689           | \$190,000              | \$90,000                          | \$90,000                  |
| Allocated Costs       | \$921              | \$14,832               | \$14,887                          | \$17,114                  |
| Non-Capital Equipment | \$0                | \$1,500                | \$1,500                           | \$1,500                   |
| TOTAL                 | \$573,652          | \$751,218              | \$666,490                         | \$694,075                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$189,908          | \$268,109              | \$268,208                         | \$257,617                 |
| REVENUES LESS EXPENSES | -\$189,908         | -\$268,109             | -\$268,208                        | -\$257,617                |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$75,186           | \$116,555              | \$124,176                         | \$98,432                  |
| Benefits              | \$75,189           | \$64,729               | \$68,193                          | \$76,594                  |
| Supplies & Services   | \$24,521           | \$39,574               | \$38,830                          | \$39,046                  |
| Allocated Costs       | \$14,817           | \$42,251               | \$32,009                          | \$38,545                  |
| Special Projects      | \$0                | \$4,000                | \$4,000                           | \$4,000                   |
| Non-Capital Equipment | \$194              | \$1,000                | \$1,000                           | \$1,000                   |
| TOTAL                 | \$189,908          | \$268,109              | \$268,208                         | \$257,617                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$2,153,704        | \$1,732,845            | \$1,684,701                       | \$1,787,672               |
| Expenses               | \$1,818,832        | \$2,122,148            | \$2,156,409                       | \$2,383,963               |
| REVENUES LESS EXPENSES | \$334,872          | -\$389,304             | -\$471,708                        | -\$596,291                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Licenses & Permits     | \$1,096,342        | \$613,406              | \$616,166                         | \$644,078                 |
| Fees & Service Charges | \$598,121          | \$628,528              | \$587,065                         | \$659,955                 |
| Internal Charges       | \$310,379          | \$382,447              | \$369,752                         | \$369,752                 |
| Other Revenues         | \$148,861          | \$108,464              | \$111,718                         | \$113,887                 |
| TOTAL                  | \$2,153,704        | \$1,732,845            | \$1,684,701                       | \$1,787,672               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$975,482          | \$1,148,581            | \$1,212,521                       | \$1,212,662               |
| Benefits                 | \$513,816          | \$547,998              | \$564,791                         | \$647,775                 |
| Allocated Costs          | \$231,711          | \$230,877              | \$230,948                         | \$271,318                 |
| Transfers                | \$53,822           | \$89,856               | \$89,856                          | \$89,856                  |
| Supplies & Services      | \$43,024           | \$66,089               | \$40,265                          | \$40,421                  |
| Special Projects         | \$30               | \$27,593               | \$16,528                          | \$110,431                 |
| Non-Capital Equipment    | \$946              | \$1,724                | \$1,500                           | \$11,500                  |
| Capital Equip & Projects | \$0                | \$9,431                | \$0                               | \$0                       |
| TOTAL                    | \$1,818,832        | \$2,122,148            | \$2,156,409                       | \$2,383,963               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$1,213,407        | \$1,244,812            | \$1,398,339                       | \$1,677,649               |
| REVENUES LESS EXPENSES | -\$1,213,407       | -\$1,244,812           | -\$1,398,339                      | -\$1,677,649              |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$738,193          | \$714,898              | \$749,090                         | \$831,258                 |
| Benefits              | \$372,183          | \$362,844              | \$374,448                         | \$497,049                 |
| Special Projects      | \$0                | \$0                    | \$135,000                         | \$205,000                 |
| Allocated Costs       | \$44,583           | \$91,881               | \$91,881                          | \$94,522                  |
| Supplies & Services   | \$53,624           | \$73,189               | \$45,920                          | \$47,820                  |
| Non-Capital Equipment | \$4,824            | \$2,000                | \$2,000                           | \$2,000                   |
| TOTAL                 | \$1,213,407        | \$1,244,812            | \$1,398,339                       | \$1,677,649               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$118,145          | \$125,139              | \$128,893                         | \$128,893                 |
| Expenses               | \$1,280,804        | \$1,728,007            | \$1,796,798                       | \$1,905,266               |
| REVENUES LESS EXPENSES | -\$1,162,659       | -\$1,602,868           | -\$1,667,905                      | -\$1,776,373              |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$118,145          | \$125,139              | \$128,893                         | \$128,893                 |
| TOTAL            | \$118,145          | \$125,139              | \$128,893                         | \$128,893                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$702,717          | \$805,504              | \$846,954                         | \$894,551                 |
| Benefits              | \$366,434          | \$437,533              | \$457,989                         | \$524,853                 |
| Allocated Costs       | \$135,679          | \$269,902              | \$305,257                         | \$296,946                 |
| Supplies & Services   | \$57,731           | \$146,935              | \$126,950                         | \$135,700                 |
| Special Projects      | \$0                | \$42,541               | \$40,148                          | \$33,517                  |
| Non-Capital Equipment | \$18,243           | \$25,592               | \$19,500                          | \$19,700                  |
| TOTAL                 | \$1,280,804        | \$1,728,007            | \$1,796,798                       | \$1,905,266               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$1,444,561        | \$1,721,799            | \$1,865,052                       | \$1,912,074               |
| REVENUES LESS EXPENSES | -\$1,444,561       | -\$1,721,799           | -\$1,865,052                      | -\$1,912,074              |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$631,732          | \$812,717              | \$916,746                         | \$893,446                 |
| Salaries            | \$538,973          | \$591,356              | \$618,637                         | \$626,466                 |
| Benefits            | \$267,426          | \$286,564              | \$298,156                         | \$356,532                 |
| Allocated Costs     | \$6,430            | \$31,162               | \$31,513                          | \$35,629                  |
| TOTAL               | \$1,444,561        | \$1,721,799            | \$1,865,052                       | \$1,912,074               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$5,460,539        | \$5,298,579            | \$4,917,616                       | \$5,010,416               |
| Expenses               | \$2,879,220        | \$3,391,104            | \$3,494,407                       | \$4,132,827               |
| REVENUES LESS EXPENSES | \$2,581,320        | \$1,907,475            | \$1,423,209                       | \$877,589                 |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental    | \$5,441,037        | \$5,217,279            | \$4,836,416                       | \$4,836,416               |
| Use Of Money & Prpty | \$19,502           | \$81,300               | \$81,200                          | \$174,000                 |
| TOTAL                | \$5,460,539        | \$5,298,579            | \$4,917,616                       | \$5,010,416               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$1,244,396        | \$1,265,508            | \$1,332,833                       | \$1,627,894               |
| Benefits              | \$615,353          | \$636,772              | \$663,676                         | \$1,031,486               |
| Supplies & Services   | \$516,690          | \$628,854              | \$651,463                         | \$648,606                 |
| Allocated Costs       | \$440,893          | \$626,778              | \$626,779                         | \$652,185                 |
| Special Projects      | \$54,732           | \$215,536              | \$202,000                         | \$155,000                 |
| Non-Capital Equipment | \$3,500            | \$14,000               | \$14,000                          | \$14,000                  |
| Transfers             | \$3,656            | \$3,656                | \$3,656                           | \$3,656                   |
| TOTAL                 | \$2,879,220        | \$3,391,104            | \$3,494,407                       | \$4,132,827               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$781,189          | \$1,354,180            | \$1,432,149                       | \$1,961,126               |
| REVENUES LESS EXPENSES | -\$781,189         | -\$1,354,180           | -\$1,432,149                      | -\$1,961,126              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$311,035          | \$606,089              | \$656,366                         | \$823,070                 |
| Benefits              | \$215,245          | \$303,575              | \$331,267                         | \$498,690                 |
| Allocated Costs       | \$120,582          | \$260,205              | \$260,205                         | \$449,322                 |
| Supplies & Services   | \$129,508          | \$176,811              | \$176,811                         | \$182,544                 |
| Special Projects      | \$4,042            | \$5,500                | \$5,500                           | \$5,500                   |
| Non-Capital Equipment | \$776              | \$2,000                | \$2,000                           | \$2,000                   |
| TOTAL                 | \$781,189          | \$1,354,180            | \$1,432,149                       | \$1,961,126               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$1,232,950        | \$1,236,326            | \$1,464,783                       | \$1,439,736               |
| REVENUES LESS EXPENSES | -\$1,232,950       | -\$1,236,326           | -\$1,464,783                      | -\$1,439,736              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$633,519          | \$604,430              | \$796,030                         | \$723,210                 |
| Salaries              | \$387,839          | \$421,951              | \$445,083                         | \$447,173                 |
| Benefits              | \$198,033          | \$184,584              | \$193,009                         | \$236,614                 |
| Allocated Costs       | \$352              | \$23,661               | \$23,661                          | \$25,738                  |
| Non-Capital Equipment | \$139              | \$1,700                | \$7,000                           | \$7,000                   |
| Other                 | \$12,138           | \$0                    | \$0                               | \$0                       |
| Debt Services & Other | \$931              | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$1,232,950        | \$1,236,326            | \$1,464,783                       | \$1,439,736               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$421,943          | \$532,640              | \$547,139                         | \$542,741                 |
| REVENUES LESS EXPENSES | -\$421,943         | -\$532,640             | -\$547,139                        | -\$542,741                |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$138,869          | \$153,323              | \$163,140                         | \$138,086                 |
| Supplies & Services   | \$99,871           | \$146,989              | \$146,989                         | \$146,420                 |
| Allocated Costs       | \$95,946           | \$131,710              | \$131,828                         | \$149,235                 |
| Benefits              | \$83,766           | \$94,618               | \$99,182                          | \$103,001                 |
| Special Projects      | \$3,297            | \$5,000                | \$5,000                           | \$5,000                   |
| Non-Capital Equipment | \$194              | \$1,000                | \$1,000                           | \$1,000                   |
| TOTAL                 | \$421,943          | \$532,640              | \$547,139                         | \$542,741                 |

# 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 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$13,641,232       | \$43,940,128           | \$2,635,667                       | \$2,640,867               |
| Expenses               | \$24,599,986       | \$92,673,780           | \$23,823,424                      | \$25,960,867              |
| REVENUES LESS EXPENSES | -\$10,958,754      | -\$48,733,652          | -\$21,187,757                     | -\$23,320,000             |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental    | \$7,027,023        | \$39,173,859           | \$80,000                          | \$80,000                  |
| Internal Charges     | \$6,613,429        | \$4,762,469            | \$2,551,867                       | \$2,551,867               |
| Use Of Money & Prpty | \$780              | \$3,800                | \$3,800                           | \$9,000                   |
| TOTAL                | \$13,641,232       | \$43,940,128           | \$2,635,667                       | \$2,640,867               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$23,399,822       | \$89,935,824           | \$22,753,800                      | \$25,259,000              |
| Supplies & Services      | \$298,255          | \$1,698,309            | \$701,867                         | \$701,867                 |
| Transfers                | \$160,186          | \$1,021,016            | \$367,757                         | \$0                       |
| Non-Capital Equipment    | \$367,554          | \$0                    | \$0                               | \$0                       |
| Special Projects         | \$272,783          | \$18,632               | \$0                               | \$0                       |
| Allocated Costs          | \$101,385          | \$0                    | \$0                               | \$0                       |

|       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------|--------------------|------------------------|-----------------------------------|---------------------------|
| TOTAL | \$24,599,986       | \$92,673,780           | \$23,823,424                      | \$25,960,867              |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$819,503          | \$900,431              | \$929,753                         | \$1,016,599               |
| REVENUES LESS EXPENSES | -\$819,503         | -\$900,431             | -\$929,753                        | -\$1,016,599              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$475,511          | \$477,623              | \$496,751                         | \$509,576                 |
| Benefits              | \$244,711          | \$267,421              | \$279,895                         | \$352,191                 |
| Allocated Costs       | \$62,938           | \$94,196               | \$94,239                          | \$96,008                  |
| Special Projects      | \$12,063           | \$27,323               | \$25,000                          | \$25,000                  |
| Supplies & Services   | \$15,641           | \$22,868               | \$22,868                          | \$22,824                  |
| Non-Capital Equipment | \$8,638            | \$11,000               | \$11,000                          | \$11,000                  |
| TOTAL                 | \$819,503          | \$900,431              | \$929,753                         | \$1,016,599               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$86,685           | \$351,319              | \$0                               | \$0                       |
| Expenses               | \$621,487          | \$1,257,443            | \$959,320                         | \$1,121,763               |
| REVENUES LESS EXPENSES | -\$534,802         | -\$906,124             | -\$959,320                        | -\$1,121,763              |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$86,685           | \$351,319              | \$0                               | \$0                       |
| TOTAL             | \$86,685           | \$351,319              | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$332,015          | \$744,284              | \$490,884                         | \$606,639                 |
| Benefits              | \$253,255          | \$399,071              | \$395,665                         | \$437,116                 |
| Allocated Costs       | \$31,338           | \$41,431               | \$48,440                          | \$53,678                  |
| Supplies & Services   | \$4,880            | \$62,657               | \$24,331                          | \$24,331                  |
| Non-Capital Equipment | \$0                | \$10,000               | \$0                               | \$0                       |
| TOTAL                 | \$621,487          | \$1,257,443            | \$959,320                         | \$1,121,763               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$2,000,152        | \$1,970,340            | \$2,233,234                       | \$1,998,819               |
| REVENUES LESS EXPENSES | -\$2,000,152       | -\$1,970,340           | -\$2,233,234                      | -\$1,998,819              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Allocated Costs       | \$1,123,543        | \$837,208              | \$843,917                         | \$827,709                 |
| Salaries              | \$433,267          | \$494,499              | \$516,694                         | \$514,907                 |
| Benefits              | \$208,319          | \$259,554              | \$553,874                         | \$337,390                 |
| Non-Capital Equipment | \$168,722          | \$238,646              | \$210,680                         | \$210,680                 |
| Supplies & Services   | \$56,293           | \$68,069               | \$68,069                          | \$68,133                  |
| Special Projects      | \$10,008           | \$72,365               | \$40,000                          | \$40,000                  |
| TOTAL                 | \$2,000,152        | \$1,970,340            | \$2,233,234                       | \$1,998,819               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$12,479,219       | \$13,039,716           | \$13,413,020                      | \$13,472,173              |
| Expenses               | \$4,670,840        | \$5,124,554            | \$5,396,900                       | \$5,524,485               |
| REVENUES LESS EXPENSES | \$7,808,380        | \$7,915,162            | \$8,016,120                       | \$7,947,688               |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Taxes                  | \$8,190,590        | \$7,375,415            | \$7,596,676                       | \$7,596,676               |
| Taxes, Fees, & Fines   | \$3,431,143        | \$3,679,326            | \$3,864,615                       | \$3,846,432               |
| Internal Charges       | \$86,623           | \$1,105,984            | \$1,135,230                       | \$1,135,230               |
| Intergovernmental      | \$678,623          | \$727,337              | \$664,845                         | \$742,181                 |
| Other Revenues         | \$14,877           | \$56,500               | \$56,500                          | \$56,500                  |
| Fees & Service Charges | \$29,182           | \$50,536               | \$50,536                          | \$50,536                  |
| Use Of Money & Prpty   | \$44,257           | \$36,968               | \$36,968                          | \$36,968                  |
| Licenses & Permits     | \$3,925            | \$7,650                | \$7,650                           | \$7,650                   |
| TOTAL                  | \$12,479,219       | \$13,039,716           | \$13,413,020                      | \$13,472,173              |

### Expenditure Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Transfers        | \$2,400,482        | \$2,483,218            | \$2,577,185                       | \$2,677,043               |
| Special Projects | \$1,550,701        | \$1,615,937            | \$1,690,487                       | \$1,690,487               |
| Allocated Costs  | \$452,062          | \$602,677              | \$692,245                         | \$700,493                 |
| Salaries         | \$112,204          | \$236,190              | \$248,100                         | \$239,230                 |
| Benefits         | \$94,033           | \$132,264              | \$138,599                         | 248 \$166,947             |

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$61,358           | \$54,268               | \$50,284                          | \$50,285                  |
| TOTAL               | \$4,670,840        | \$5,124,554            | \$5,396,900                       | \$5,524,485               |

# 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).

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$269,814          | \$225,500              | \$172,508                         | \$225,500                 |
| Expenses               | \$954,665          | \$1,127,000            | \$992,393                         | \$1,181,171               |
| REVENUES LESS EXPENSES | -\$684,851         | -\$901,500             | -\$819,885                        | -\$955,671                |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$269,814          | \$225,500              | \$172,508                         | \$225,500                 |
| TOTAL                  | \$269,814          | \$225,500              | \$172,508                         | \$225,500                 |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$485,637          | \$503,871              | \$521,005                         | \$589,687                 |
| Benefits              | \$277,274          | \$290,154              | \$305,206                         | \$424,291                 |
| Special Projects      | \$96,870           | \$236,998              | \$70,500                          | \$70,500                  |
| Allocated Costs       | \$75,517           | \$65,507               | \$65,504                          | \$66,564                  |
| Supplies & Services   | \$13,325           | \$23,971               | \$23,678                          | \$23,629                  |
| Non-Capital Equipment | \$6,041            | \$6,500                | \$6,500                           | \$6,500                   |
| <b>TOTAL</b>          | <b>\$954,665</b>   | <b>\$1,127,000</b>     | <b>\$992,393</b>                  | <b>\$1,181,171</b>        |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$70,514           | \$0                    | \$0                               | \$0                       |
| Expenses               | \$4,075,349        | \$4,938,395            | \$5,409,296                       | \$5,492,700               |
| REVENUES LESS EXPENSES | -\$4,004,834       | -\$4,938,395           | -\$5,409,296                      | -\$5,492,700              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$70,514           | \$0                    | \$0                               | \$0                       |
| TOTAL          | \$70,514           | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$1,769,398        | \$1,849,506            | \$1,966,450                       | \$1,974,742               |
| Benefits                 | \$870,871          | \$938,466              | \$992,632                         | \$1,208,353               |
| Supplies & Services      | \$647,549          | \$923,236              | \$991,376                         | \$990,970                 |
| Allocated Costs          | \$550,904          | \$658,187              | \$658,198                         | \$888,635                 |
| Special Projects         | \$186,044          | \$500,000              | \$721,000                         | \$350,000                 |
| Non-Capital Equipment    | \$21,633           | \$39,000               | \$47,723                          | \$48,000                  |
| Capital Equip & Projects | \$28,950           | \$30,000               | \$31,917                          | \$32,000                  |
| TOTAL                    | \$4,075,349        | \$4,938,395            | \$5,409,296                       | \$5,492,700               |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$27,296,603       | \$28,961,858           | \$31,005,527                      | \$31,282,314              |
| Expenses               | \$8,501,466        | \$9,754,511            | \$10,093,888                      | \$10,043,798              |
| REVENUES LESS EXPENSES | \$18,795,137       | \$19,207,347           | \$20,911,639                      | \$21,238,516              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$27,099,162       | \$28,547,358           | \$30,675,855                      | \$30,623,314              |
| Use Of Money & Prpty   | \$197,441          | \$414,500              | \$424,672                         | \$654,000                 |
| Other Revenues         | \$0                | \$0                    | \$5,000                           | \$5,000                   |
| TOTAL                  | \$27,296,603       | \$28,961,858           | \$31,005,527                      | \$31,282,314              |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$4,204,062        | \$5,034,819            | \$5,122,101                       | \$4,956,300               |
| Salaries                 | \$2,536,831        | \$2,729,248            | \$2,874,793                       | \$2,845,624               |
| Benefits                 | \$1,260,437        | \$1,383,869            | \$1,440,034                       | \$1,719,399               |
| Allocated Costs          | \$389,521          | \$419,486              | \$430,960                         | \$296,475                 |
| Special Projects         | \$49,477           | \$123,013              | \$150,000                         | \$150,000                 |
| Non-Capital Equipment    | \$34,277           | \$29,076               | \$41,000                          | \$41,000                  |
| Capital Equip & Projects | \$26,860           | \$35,000               | \$35,000                          | \$35,000                  |
| TOTAL                    | \$8,501,466        | \$9,754,511            | \$10,093,888                      | \$10,043,798              |

# 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.

Develop funding to facilitate the Wastewater Capital Program.

Coordinate the management of Wastewater Capital Projects with Engineering Division staff.

Coordinate with Engineering Division staff in the bid, award, and inspection of Wastewater Capital Projects.

Monitor and expedite projects in the El Estero Water Resource Center Strategic Plan.

Complete construction of 2.56 miles of Sewer Main Rehabilitation, Replacement, Spot Repairs, and/or Capacity Improvements each Fiscal Year.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$7,729,695        | \$11,595,411           | \$5,925,000                       | \$5,280,500               |
| Expenses               | \$4,015,138        | \$19,984,526           | \$5,925,000                       | \$5,280,500               |
| REVENUES LESS EXPENSES | \$3,714,557        | -\$8,389,115           | \$0                               | \$0                       |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges       | \$7,501,910        | \$4,056,315            | \$5,809,250                       | \$5,164,750               |
| Intergovernmental      | \$0                | \$7,430,411            | \$0                               | \$0                       |
| Fees & Service Charges | \$227,785          | \$108,685              | \$115,750                         | \$115,750                 |
| TOTAL                  | \$7,729,695        | \$11,595,411           | \$5,925,000                       | \$5,280,500               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$3,340,231        | \$19,143,227           | \$5,925,000                       | \$5,280,500               |
| Supplies & Services      | \$502,294          | \$841,299              | \$0                               | \$0                       |
| Debt Services & Other    | \$272,300          | \$0                    | \$0                               | \$0                       |
| Special Projects         | \$57               | \$0                    | \$0                               | \$0                       |
| Other                    | -\$99,744          | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$4,015,138        | \$19,984,526           | \$5,925,000                       | \$5,280,500               |

# 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 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$19,736,725       | \$21,656,497           | \$22,838,500                      | \$24,071,500              |
| Expenses               | \$22,489,117       | \$45,246,662           | \$22,838,500                      | \$24,071,500              |
| REVENUES LESS EXPENSES | -\$2,752,392       | -\$23,590,166          | \$0                               | \$0                       |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges       | \$17,220,331       | \$20,007,618           | \$22,349,950                      | \$23,582,950              |
| Intergovernmental      | \$1,344,430        | \$1,160,329            | \$0                               | \$0                       |
| Fees & Service Charges | \$656,640          | \$488,550              | \$488,550                         | \$488,550                 |
| Other Revenues         | \$515,324          | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$19,736,725       | \$21,656,497           | \$22,838,500                      | \$24,071,500              |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$21,139,801       | \$43,446,080           | \$22,838,500                      | \$24,071,500              |
| Supplies & Services      | \$1,145,220        | \$1,783,395            | \$0                               | \$0                       |
| Other                    | \$178,780          | \$0                    | \$0                               | \$0                       |
| Debt Services & Other    | \$25,316           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment    | \$0                | \$17,187               | \$0                               | \$0                       |
| TOTAL                    | \$22,489,117       | \$45,246,662           | \$22,838,500                      | \$24,071,500              |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$9,361,381        | \$10,386,219           | \$10,830,674                      | \$11,188,158              |
| REVENUES LESS EXPENSES | -\$9,361,381       | -\$10,386,219          | -\$10,830,674                     | -\$11,188,158             |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$3,477,944        | \$3,741,933            | \$4,001,136                       | \$3,943,852               |
| Supplies & Services      | \$2,968,730        | \$3,079,938            | \$3,190,139                       | \$3,189,835               |
| Benefits                 | \$1,673,598        | \$1,810,870            | \$1,887,906                       | \$2,267,886               |
| Allocated Costs          | \$887,456          | \$1,287,875            | \$1,292,452                       | \$1,327,544               |
| Capital Equip & Projects | \$140,335          | \$190,000              | \$190,000                         | \$190,000                 |
| Non-Capital Equipment    | \$86,364           | \$144,041              | \$144,041                         | \$144,041                 |
| Special Projects         | \$126,953          | \$131,562              | \$125,000                         | \$125,000                 |
| TOTAL                    | \$9,361,381        | \$10,386,219           | \$10,830,674                      | \$11,188,158              |

# 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

Maintain the Laboratory's Quality System and ensure the quality of analytical data used for regulatory purposes meets the requirements of the California Environmental Laboratory Accreditation Program.

Perform all required testing in accordance with State and Federally approved analytical methods.

Provide laboratory services for divisions within the City including Water, Wastewater, Waterfront, Engineering and Creeks.

Submit regulatory reports to the Regional Water Quality Control Board, State Water Resources Control Board - Division of Drinking Water, and U.S Environmental Protection Agency.

Provide ongoing, technical training to staff on major and advanced analytical instrumentation.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$1,666,371        | \$2,217,652            | \$2,255,103                       | \$2,539,919               |
| REVENUES LESS EXPENSES | -\$1,666,371       | -\$2,217,652           | -\$2,255,103                      | -\$2,539,919              |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$849,163          | \$973,811              | \$1,092,446                       | \$1,107,519               |
| Benefits                 | \$392,122          | \$481,202              | \$506,039                         | \$619,231                 |
| Supplies & Services      | \$319,953          | \$517,440              | \$510,411                         | \$439,510                 |
| Allocated Costs          | \$79,231           | \$73,707               | \$73,707                          | \$81,159                  |
| Non-Capital Equipment    | \$25,903           | \$156,492              | \$42,500                          | \$72,500                  |
| Capital Equip & Projects | \$0                | \$15,000               | \$30,000                          | \$220,000                 |
| TOTAL                    | \$1,666,371        | \$2,217,652            | \$2,255,103                       | \$2,539,919               |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$67,122,757       | \$72,981,906           | \$78,812,888                      | \$80,625,863              |
| Expenses               | \$37,489,363       | \$44,367,201           | \$50,756,226                      | \$49,417,638              |
| REVENUES LESS EXPENSES | \$29,633,394       | \$28,614,705           | \$28,056,662                      | \$31,208,225              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$60,492,013       | \$63,827,120           | \$69,027,570                      | \$69,868,628              |
| Intergovernmental      | \$5,317,791        | \$7,046,229            | \$7,752,135                       | \$7,752,135               |
| Use Of Money & Prpty   | \$824,483          | \$1,914,490            | \$1,910,750                       | \$2,900,100               |
| Other Revenues         | \$328,693          | \$182,067              | \$107,893                         | \$85,000                  |
| Internal Charges       | \$159,779          | \$12,000               | \$14,540                          | \$20,000                  |
| TOTAL                  | \$67,122,757       | \$72,981,906           | \$78,812,888                      | \$80,625,863              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Transfers             | \$26,875,724       | \$27,357,308           | \$31,450,700                      | \$32,147,710              |
| Allocated Costs       | \$6,755,599        | \$7,363,901            | \$8,078,721                       | \$8,294,527               |
| Debt Services & Other | \$1,207,187        | \$5,275,112            | \$7,806,210                       | \$5,423,814               |
| Supplies & Services   | \$996,689          | \$2,287,334            | \$1,555,299                       | \$1,535,925               |
| Salaries              | \$1,118,195        | \$1,326,375            | \$1,160,476                       | \$1,236,953               |
| Benefits              | \$459,697          | \$601,822              | \$557,605                         | \$626,694                 |
| Special Projects      | \$76,172           | \$148,349              | \$140,215                         | \$140,215                 |
| Non-Capital Equipment | \$100              | \$7,000                | \$7,000                           | \$11,799                  |
| TOTAL                 | \$37,489,363       | \$44,367,201           | \$50,756,226                      | \$49,417,638              |

# 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.

Engage with the US Bureau of Reclamation regarding the Cachuma Project Water Service contract and support associated environmental review to protect the City's Cachuma water rights.

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.

Implement the AMI customer engagement platform, WaterSmart, and actively encourage customers to sign up to better manage their water use. Utilize new tools and data provided by AMI and WaterSmart to more efficiently use our water resources.

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$9,164,619        | \$9,350,145            | \$11,970,262                      | \$10,368,951              |
| REVENUES LESS EXPENSES | -\$9,164,619       | -\$9,350,145           | -\$11,970,262                     | -\$10,368,951             |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Special Projects    | \$7,692,435        | \$7,680,180            | \$10,207,620                      | \$8,626,620               |
| Salaries            | \$656,656          | \$627,946              | \$789,862                         | \$731,732                 |
| Supplies & Services | \$320,625          | \$505,043              | \$421,521                         | 259 \$426,721             |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Benefits              | \$371,204          | \$383,722              | \$399,810                         | \$433,536                 |
| Allocated Costs       | \$116,670          | \$75,404               | \$75,449                          | \$75,342                  |
| Non-Capital Equipment | \$7,030            | \$77,850               | \$76,000                          | \$75,000                  |
| TOTAL                 | \$9,164,619        | \$9,350,145            | \$11,970,262                      | \$10,368,951              |



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Expenses               | \$5,225,519        | \$5,906,274            | \$7,032,122                       | \$6,631,161               |
| REVENUES LESS EXPENSES | -\$5,225,519       | -\$5,906,274           | -\$7,032,122                      | -\$6,631,161              |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$2,172,248        | \$2,680,591            | \$3,531,590                       | \$2,903,400               |
| Salaries                 | \$1,861,544        | \$1,828,211            | \$2,082,572                       | \$2,139,741               |
| Benefits                 | \$936,374          | \$1,014,675            | \$1,058,142                       | \$1,261,357               |
| Allocated Costs          | \$183,224          | \$266,864              | \$271,268                         | \$238,114                 |
| Capital Equip & Projects | \$56,026           | \$96,933               | \$70,550                          | \$70,550                  |
| Non-Capital Equipment    | \$16,103           | \$19,000               | \$18,000                          | \$18,000                  |
| TOTAL                    | \$5,225,519        | \$5,906,274            | \$7,032,122                       | \$6,631,161               |

# 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 five divisions: S&R Administration; Community Engagement; Creeks & Water Quality Improvement; Energy & Climate; and Clean Community. The Department supports the City's sustainability and resilience goals through thoughtful and holistic policy, program and project implementation.

The S&R Administration provides department-wide administrative support.

The Community Engagement Division supports education, outreach, and code enforcement efforts throughout the Department.

The Creeks Restoration & Water Quality Improvement 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, designs and implements policies, programs and projects that reduce local energy use and greenhouse gas emissions, builds local resilience in the face of climate change, enhances local energy reliability, and develops community capacity to take climate action.

The Clean Community Division manages reliable, cost-effective collection of residential and commercial waste; assists homeowners, renters, and businesses in making the most of a suite of modern waste services available to them; and negotiates and manages the contract with our City's franchised waste hauler, MarBorg. Our primary focus is to design services and build programs that will maximize diversion of solid waste from landfill disposal.

The Sustainability & Resilience departments is responsible for the following programs:

- **Sustainability & Resilience Administration**
- **Clean Community**
- **Energy Revolving Fund**
- **Santa Barbara Clean Energy**
- **Creeks Restoration & Water Quality Improvement**
- **Work Trip**

## Authorized Positions

| Department                               | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|--|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>                         |                 |                     |                                  |                        |
| Sustainability and Resilience Department | 16.15           | 30                  | 27.25                            | 30                     |
| <b>FTE COUNT</b>                         | <b>16.15</b>    | <b>30</b>           | <b>27.25</b>                     | <b>30</b>              |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$89,888,450       | \$109,753,287          | \$94,450,162                      | \$105,110,119             |
| Expenses               | \$82,658,184       | \$106,222,191          | \$92,671,853                      | \$107,471,636             |
| REVENUES LESS EXPENSES | \$7,230,265        | \$3,531,096            | \$1,778,309                       | -\$2,361,517              |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues         | \$43,960,561       | \$52,751,930           | \$43,251,824                      | \$53,109,333              |
| Fees & Service Charges | \$36,033,903       | \$39,375,888           | \$38,694,863                      | \$40,066,476              |
| Taxes                  | \$5,242,273        | \$5,300,906            | \$5,830,166                       | \$5,830,000               |
| Internal Charges       | \$4,270,359        | \$5,569,609            | \$5,637,030                       | \$4,834,431               |
| Intergovernmental      | \$169,547          | \$5,850,354            | \$322,279                         | \$23,279                  |
| Use Of Money & Prpty   | \$148,517          | \$554,600              | \$364,000                         | \$896,600                 |
| Fines & Forfeitures    | \$61,227           | \$300,000              | \$300,000                         | \$300,000                 |
| Licenses & Permits     | \$2,063            | \$50,000               | \$50,000                          | \$50,000                  |
| TOTAL                  | \$89,888,450       | \$109,753,287          | \$94,450,162                      | \$105,110,119             |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$69,157,853       | \$81,297,627           | \$76,801,576                      | \$86,363,100              |
| Capital Equip & Projects | \$3,767,228        | \$9,926,292            | \$2,550,000                       | \$2,720,000               |
| Salaries                 | \$2,601,842        | \$3,775,786            | \$3,725,830                       | \$3,874,865               |
| Special Projects         | \$1,947,485        | \$3,174,026            | \$2,870,157                       | \$5,207,566               |
| Transfers                | \$1,903,915        | \$2,760,000            | \$2,610,000                       | \$2,850,000               |
| Debt Services & Other    | \$781,576          | \$2,182,691            | \$946,298                         | \$2,802,744               |
| Benefits                 | \$1,272,517        | \$1,630,510            | \$1,732,631                       | \$2,061,214               |
| Allocated Costs          | \$933,766          | \$1,168,873            | \$1,141,269                       | \$1,288,292               |
| Non-Capital Equipment    | \$253,443          | \$306,386              | \$294,093                         | \$303,856                 |
| Other                    | \$38,559           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$82,658,184       | \$106,222,191          | \$92,671,853                      | \$107,471,636             |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                         | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Enterprise Funds        | \$79,350,340       | \$92,720,552           | \$82,324,652                      | \$93,635,624              |
| Special Revenue Funds   | \$7,854,958        | \$13,997,751           | \$8,926,480                       | \$9,172,314               |
| Internal Services Funds | \$2,657,118        | \$2,934,675            | \$3,199,030                       | \$2,273,443               |
| General Fund            | \$26,034           | \$100,308              | \$0                               | \$28,738                  |
| TOTAL                   | \$89,888,450       | \$109,753,287          | \$94,450,162                      | \$105,110,119             |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Enterprise Funds      | \$71,909,701       | \$80,799,819           | \$80,463,434                      | \$95,066,777              |
| Special Revenue Funds | \$8,164,341        | \$21,549,880           | \$8,901,347                       | 263 \$9,576,031           |

|                         | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------|---------------------|------------------------|-----------------------------------|---------------------------|
| Internal Services Funds | \$2,567,128         | \$3,241,792            | \$3,307,072                       | \$2,326,253               |
| General Fund            | \$17,014            | \$630,700              | \$0                               | \$352,576                 |
| Measure C - Capital     | \$0                 | \$0                    | \$0                               | \$150,000                 |
| <b>TOTAL</b>            | <b>\$82,658,184</b> | <b>\$106,222,191</b>   | <b>\$92,671,853</b>               | <b>\$107,471,636</b>      |

#### Enterprise Fund Revenue Detail

|                  | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|---------------------|------------------------|-----------------------------------|---------------------------|
| SB Clean Energy  | \$43,407,950        | \$52,671,326           | \$43,149,022                      | \$53,307,781              |
| Solid Waste Fund | \$35,942,390        | \$40,049,226           | \$39,175,630                      | \$40,327,843              |
| <b>TOTAL</b>     | <b>\$79,350,340</b> | <b>\$92,720,552</b>    | <b>\$82,324,652</b>               | <b>\$93,635,624</b>       |

#### Enterprise Fund Expense Detail

|                  | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|---------------------|------------------------|-----------------------------------|---------------------------|
| SB Clean Energy  | \$37,597,715        | \$42,719,646           | \$41,472,603                      | \$55,457,671              |
| Solid Waste Fund | \$34,311,986        | \$38,080,173           | \$38,990,831                      | \$39,609,106              |
| <b>TOTAL</b>     | <b>\$71,909,701</b> | <b>\$80,799,819</b>    | <b>\$80,463,434</b>               | <b>\$95,066,777</b>       |

## 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.

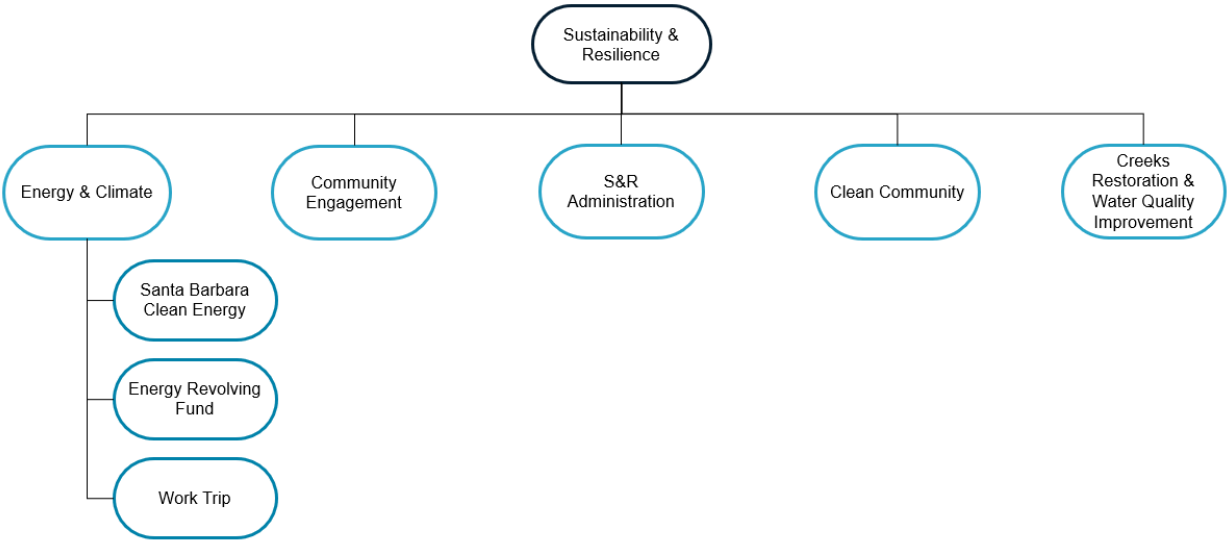
#### INNOVATION

- 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 | Reporting Period |
|-----------------------------|--|---|-----------------|--------|------------------|
| Innovation                  | Expand the Environmental Services Community Reporting Platform to increase opportunities for community to engage on S&R topics   | Expand use of SB Connect for reporting on and tracking material ban infractions within Clean Community.                     | Events          | 1      | 2025, Baseline   |
| 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 a Green Building Committee to review City Projects to ensure conformance to adopted City Green Building policies. | Events          | 1      | 2025, Baseline   |

| Pillar                      | Department Goal  | Performance Measure   | Unit of Measure | Target | Reporting Period |
|-----------------------------|--|---|-----------------|--------|------------------|
| Organizational Optimization | Align the S&R Divisions in order to maximize impact on the City Organization and the Community   | Using the newly created Community Engagement Division, develop S&R engagement guidelines for department communications.   | Events          | 1      | 2025, Baseline   |
| 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).   | Events          | 11     | 2025, Baseline   |
| 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 other 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 5 meetings. | Events          | 5      | 2025, Baseline   |
| Thriving Workforce          | Create a cross training program within the department to enhance professional development, create pathways for growth, and improve customer service                      | Hold a workshop to assist in the creation of personal professional development plans for employees.   | Events          | 1      | 2025, Baseline   |
| Thriving Workforce          | Create a cross training program within the department to enhance professional development, create pathways for growth, and improve customer service                      | Develop a curated mentorship program for interested S&R employees.  | Numeric Value   | 1      | 2025, Baseline   |
|                             |  |   |                 | 21     |                  |

## Department Organizational Chart



# Clean Community

*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 education 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$35,942,390       | \$40,075,568           | \$39,175,630                      | \$40,356,581              |
| Expenses               | \$34,311,986       | \$38,659,009           | \$38,990,831                      | \$39,961,682              |
| REVENUES LESS EXPENSES | \$1,630,404        | \$1,416,559            | \$184,799                         | \$394,898                 |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$35,465,473       | \$39,375,888           | \$38,694,863                      | \$40,066,476              |
| Intergovernmental      | \$26,051           | \$450,250              | \$322,279                         | \$23,279                  |
| Use Of Money & Prpty   | \$56,777           | \$194,600              | \$130,000                         | \$209,600                 |
| Other Revenues         | \$294,049          | \$28,488               | \$28,488                          | \$28,488                  |
| Internal Charges       | \$67,791           | \$26,342               | \$0                               | \$28,738                  |
| Fines & Forfeitures    | \$32,250           | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$35,942,390       | \$40,075,568           | \$39,175,630                      | \$40,356,581              |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$31,157,469       | \$34,277,258           | \$34,593,681                      | \$34,986,974              |
| Special Projects    | \$797,683          | \$1,542,105            | \$1,304,782                       | \$1,531,843               |
| Salaries            | \$1,015,886        | \$1,191,609            | \$1,440,293                       | \$1,381,571               |
| Allocated Costs     | \$542,196          | \$698,176              | \$652,622                         | \$764,407                 |
| Benefits            | \$490,922          | \$613,660              | \$654,952                         | \$725,295                 |

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Non-Capital Equipment    | \$214,605          | \$246,201              | \$230,693                         | \$239,256                 |
| Transfers                | \$50,973           | \$50,000               | \$50,000                          | \$200,000                 |
| Debt Services & Other    | \$18,102           | \$40,000               | \$63,808                          | \$62,335                  |
| Capital Equip & Projects | \$0                | \$0                    | \$0                               | \$70,000                  |
| Other                    | \$24,149           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$34,311,986       | \$38,659,009           | \$38,990,831                      | \$39,961,682              |

# Creeks Restoration and Water Quality Improvement

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.

## PROGRAM ACTIVITIES

Develop, implement, and maintain water quality and creek restoration capital improvement projects.

Oversee clean water operations, including creek cleanups, storm drain screen maintenance, and residential street sweeping.

Research and monitor creek and ocean water quality.

Enforce storm water and urban runoff pollution codes.

Oversee surface water pollution prevention and treatment programs.

Administer the City's Storm Water Management Program.

Secure grant funding for projects.

Provide community engagement and education through youth education programs, community cleanups and stewardship projects, community ad campaigns, and clean water business assistance programs.

## FINANCIAL INFORMATION - OPERATING FUND

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$6,179,489        | \$5,973,220            | \$6,376,480                       | \$6,522,314               |
| Expenses               | \$5,270,304        | \$7,019,057            | \$6,351,347                       | \$6,926,031               |
| REVENUES LESS EXPENSES | \$909,186          | -\$1,045,837           | \$25,133                          | -\$403,717                |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Taxes                | \$5,242,273        | \$5,300,906            | \$5,830,166                       | \$5,830,000               |
| Use Of Money & Prpty | \$91,740           | \$360,000              | \$234,000                         | \$380,000                 |
| Fines & Forfeitures  | \$28,977           | \$300,000              | \$300,000                         | \$300,000                 |
| Other Revenues       | \$816,499          | \$12,314               | \$12,314                          | \$12,314                  |
| TOTAL                | \$6,179,489        | \$5,973,220            | \$6,376,480                       | \$6,522,314               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Transfers                | \$1,852,507        | \$2,710,000            | \$2,560,000                       | \$2,650,000               |
| Supplies & Services      | \$783,678          | \$2,441,464            | \$1,519,711                       | \$1,827,352               |
| Salaries                 | \$968,580          | \$979,716              | \$592,906                         | \$1,306,587               |
| Benefits                 | \$472,206          | \$492,989              | \$592,906                         | \$706,790                 |
| Allocated Costs          | \$317,150          | \$310,688              | \$321,424                         | \$343,201                 |
| Capital Equip & Projects | \$806,982          | \$0                    | \$0                               | 268<br>\$0                |



|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Non-Capital Equipment | \$25,933           | \$58,100               | \$63,100                          | \$58,100                  |
| Debt Services & Other | \$30,737           | \$11,000               | \$11,000                          | \$11,000                  |
| Special Projects      | \$12,533           | \$15,100               | \$10,100                          | \$23,000                  |
| <b>TOTAL</b>          | <b>\$5,270,304</b> | <b>\$7,019,057</b>     | <b>\$6,351,347</b>                | <b>\$6,926,031</b>        |

# FINANCIAL INFORMATION - CAPITAL FUND

|                               | FY 2023<br>Actuals  | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------------------|---------------------|------------------------|-----------------------------------|---------------------------|
| Revenues                      | \$1,650,000         | \$2,700,000            | \$2,550,000                       | \$2,650,000               |
| Expenses                      | \$2,866,283         | \$9,206,292            | \$2,550,000                       | \$2,650,000               |
| <b>REVENUES LESS EXPENSES</b> | <b>-\$1,216,283</b> | <b>-\$6,506,292</b>    | <b>\$0</b>                        | <b>\$0</b>                |

## Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$1,650,000        | \$2,700,000            | \$2,550,000                       | \$2,650,000               |
| <b>TOTAL</b>     | <b>\$1,650,000</b> | <b>\$2,700,000</b>     | <b>\$2,550,000</b>                | <b>\$2,650,000</b>        |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Capital Equip & Projects | \$2,866,283        | \$9,206,292            | \$2,550,000                       | \$2,650,000               |
| <b>TOTAL</b>             | <b>\$2,866,283</b> | <b>\$9,206,292</b>     | <b>\$2,550,000</b>                | <b>\$2,650,000</b>        |

# Employee WorkTrip

Provide employee incentives and options to increase adoption of commuting practices that reduce single-occupancy vehicle trips.

## PROGRAM ACTIVITIES

Provide employee incentives and access to various transit and mobility options aimed at reducing single occupancy vehicle trips

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$0                | \$285,470              | \$308,191                         | \$320,731                 |
| Expenses               | \$29               | \$210,950              | \$286,560                         | \$322,888                 |
| REVENUES LESS EXPENSES | -\$29              | \$74,520               | \$21,631                          | -\$2,157                  |

### Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges | \$0                | \$245,668              | \$246,191                         | \$252,981                 |
| Other Revenues   | \$0                | \$39,802               | \$62,000                          | \$67,750                  |
| TOTAL            | \$0                | \$285,470              | \$308,191                         | \$320,731                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$0                | \$105,865              | \$118,328                         | \$151,903                 |
| Salaries            | \$0                | \$52,464               | \$59,605                          | \$59,337                  |
| Special Projects    | \$0                | \$23,065               | \$73,500                          | \$73,500                  |
| Benefits            | \$29               | \$26,715               | \$32,286                          | \$37,203                  |
| Allocated Costs     | \$0                | \$2,841                | \$2,841                           | \$945                     |
| TOTAL               | \$29               | \$210,950              | \$286,560                         | \$322,888                 |

# Energy Revolving Fund

Provide energy efficiency and conservation management, energy project management, fleet electrification support, 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.

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$2,657,118        | \$2,649,205            | \$2,890,839                       | \$1,952,712               |
| Expenses               | \$2,567,099        | \$3,029,711            | \$3,019,381                       | \$2,003,365               |
| REVENUES LESS EXPENSES | \$90,019           | -\$380,506             | -\$128,542                        | -\$50,653                 |

### Revenue Detail

|                    | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Internal Charges   | \$2,552,568        | \$2,597,599            | \$2,840,839                       | \$1,902,712               |
| Licenses & Permits | \$2,063            | \$50,000               | \$50,000                          | \$50,000                  |
| Intergovernmental  | \$91,994           | \$1,606                | \$0                               | \$0                       |
| Other Revenues     | \$10,493           | \$0                    | \$0                               | \$0                       |
| TOTAL              | \$2,657,118        | \$2,649,205            | \$2,890,839                       | \$1,952,712               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$1,635,947        | \$2,093,521            | \$1,974,515                       | \$1,903,365               |
| Salaries                 | \$476,071          | \$447,163              | \$589,530                         | \$0                       |
| Benefits                 | \$252,433          | \$223,987              | \$267,701                         | \$0                       |
| Special Projects         | \$9,545            | \$177,461              | \$100,000                         | \$100,000                 |
| Allocated Costs          | \$60,076           | \$85,494               | \$87,335                          | \$0                       |
| Capital Equip & Projects | \$93,963           | \$0                    | \$0                               | \$0                       |
| Non-Capital Equipment    | \$12,905           | \$2,085                | \$300                             | \$0                       |
|                          |                    |                        |                                   | 271                       |

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other                 | \$14,410           | \$0                    | \$0                               | \$0                       |
| Debt Services & Other | \$11,314           | \$0                    | \$0                               | \$0                       |
| Transfers             | \$435              | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$2,567,099        | \$3,029,711            | \$3,019,381                       | \$2,003,365               |

# 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.

Represent the City's interests in the California Choice Energy Authority JPA.

Support fleet electrification transition and related infrastructure.

Pursue funding opportunities for energy conservation, renewable energy and climate adaptation related projects and programs.

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$43,407,950       | \$52,671,326           | \$43,149,022                      | \$53,307,781              |
| Expenses               | \$37,597,715       | \$42,719,646           | \$41,472,603                      | \$55,457,671              |
| REVENUES LESS EXPENSES | \$5,810,235        | \$9,951,680            | \$1,676,419                       | -\$2,149,890              |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues         | \$42,839,521       | \$52,671,326           | \$43,149,022                      | \$53,000,781              |
| Fees & Service Charges | \$568,430          | \$0                    | \$0                               | \$0                       |
| Use Of Money & Prpty   | \$0                | \$0                    | \$0                               | \$307,000                 |
| TOTAL                  | \$43,407,950       | \$52,671,326           | \$43,149,022                      | \$53,307,781              |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$35,553,816       | \$38,651,218           | \$38,595,341                      | \$47,493,505              |
| Special Projects      | \$1,127,724        | \$1,416,295            | \$1,381,775                       | \$3,329,223               |
| Debt Services & Other | \$721,423          | \$2,131,691            | \$871,490                         | \$2,729,409               |
| Salaries              | \$125,826          | \$296,076              | \$363,296                         | \$1,127,369               |
| Benefits              | \$54,583           | \$153,823              | \$184,785                         | \$591,925                 |
| Allocated Costs       | \$14,344           | \$70,543               | \$75,916                          | \$179,739                 |
| Non-Capital Equipment | \$0                | \$0                    | \$0                               | \$6,500                   |
| TOTAL                 | \$37,597,715       | \$42,719,646           | \$41,472,603                      | \$55,457,671              |

# Sustainability Administration

General Administration of Sustainability & Resilience Department

## PROGRAM ACTIVITIES

General administration of Sustainability & Resilience Department, which includes financial, HR, and clerical support.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$26,034           | \$73,966               | \$0                               | \$0                       |
| Expenses               | \$17,014           | \$51,864               | \$0                               | \$0                       |
| REVENUES LESS EXPENSES | \$9,019            | \$22,103               | \$0                               | \$0                       |

### Revenue Detail

|                   | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Intergovernmental | \$26,034           | \$73,966               | \$0                               | \$0                       |
| TOTAL             | \$26,034           | \$73,966               | \$0                               | \$0                       |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$16,610           | \$48,635               | \$0                               | \$0                       |
| Salaries            | \$326              | \$2,609                | \$0                               | \$0                       |
| Benefits            | \$79               | \$620                  | \$0                               | \$0                       |
| TOTAL               | \$17,014           | \$51,864               | \$0                               | \$0                       |

# Waterfront

*Act as responsible stewards of an exceptional public harbor while ensuring the entire Waterfront thrives as a place for, recreation, commerce, and tourism.*

## About The Waterfront

The Waterfront Department manages approximately 252 acres of tidelands and submerged lands, covering the Harbor and Stearns Wharf. As an enterprise fund, it sustains its operations through various revenues generated from the resources under its management, and is not part of the General Fund. These sources primarily include lease revenue, slip fees, and parking fees.

Within the Harbor, there are a total of 1,143 slips, with approximately 10% allocated to commercial fishermen and the remaining 90% utilized by recreational boaters and others, all subject to slip permits. The Harbor's business and commercial section encompass nine major buildings, all owned by the City, with the Waterfront Center being the largest in the area.

The Harbor area presents a diverse mix of ocean-dependent, ocean-related, and visitor-serving uses. Conversely, the Wharf primarily serves commercial purposes, featuring restaurants, retail shops, a bait and tackle store, and limited office space.

In addition to overseeing the Harbor and Wharf, the Waterfront Department manages eight parking lots along Cabrillo Boulevard, stretching from Leadbetter Beach to East Beach.

The budget for the Waterfront Department is allocated within the Waterfront Fund.

The Waterfront Department is responsible for the following programs:

- **Waterfront Administration**
- **Waterfront Property Management**
- **Financial Management**
- **Parking Services**
- **Harbor Patrol**
- **Marina Management**
- **Facilities Design & Capital Programs**
- **Waterfront Facilities Maintenance**

## Authorized Positions

| Department            | FY 2023 Actuals | FY 2024 Projections | FY 2025 - Year 2 Approved Budget | FY 2025 Adopted Budget |
|-----------------------|-----------------|---------------------|----------------------------------|------------------------|
| <b>FTE Count</b>      |                 |                     |                                  |                        |
| Waterfront Department | 47.125          | 47                  | 47                               | 46                     |
| <b>FTE COUNT</b>      | <b>47.125</b>   | <b>47</b>           | <b>47</b>                        | <b>46</b>              |

# Department Financial Summary

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$22,027,529       | \$21,999,428           | \$21,095,450                      | \$22,738,725              |
| Expenses               | \$21,111,599       | \$23,425,486           | \$21,436,236                      | \$23,175,805              |
| REVENUES LESS EXPENSES | \$915,930          | -\$1,426,058           | -\$340,786                        | -\$437,080                |

## Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$10,567,555       | \$10,628,695           | \$11,164,000                      | \$12,237,325              |
| Use Of Money & Prpty   | \$6,706,094        | \$6,252,500            | \$6,743,950                       | \$6,423,100               |
| Internal Charges       | \$3,100,000        | \$3,591,232            | \$1,635,000                       | \$2,275,000               |
| Other Revenues         | \$919,502          | \$731,251              | \$798,550                         | \$906,300                 |
| Licenses & Permits     | \$681,994          | \$730,250              | \$753,950                         | \$897,000                 |
| Intergovernmental      | \$52,383           | \$65,500               | \$0                               | \$0                       |
| TOTAL                  | \$22,027,529       | \$21,999,428           | \$21,095,450                      | \$22,738,725              |

## Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$5,088,648        | \$5,245,808            | \$5,987,218                       | \$5,716,566               |
| Supplies & Services      | \$3,349,522        | \$3,765,302            | \$4,035,275                       | \$4,286,198               |
| Capital Equip & Projects | \$3,718,225        | \$4,860,817            | \$1,492,500                       | \$2,157,500               |
| Benefits                 | \$2,707,597        | \$2,636,800            | \$2,744,181                       | \$3,229,086               |
| Allocated Costs          | \$2,166,487        | \$2,663,340            | \$2,968,075                       | \$3,019,083               |
| Transfers                | \$3,100,000        | \$1,650,000            | \$1,635,000                       | \$2,275,000               |
| Debt Services & Other    | \$558,428          | \$2,137,239            | \$2,135,807                       | \$2,143,432               |
| Special Projects         | \$249,380          | \$341,065              | \$201,890                         | \$202,590                 |
| Non-Capital Equipment    | \$100,372          | \$125,115              | \$236,290                         | \$146,350                 |
| Other                    | \$72,942           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$21,111,599       | \$23,425,486           | \$21,436,236                      | \$23,175,805              |

# Revenue & Expenditure Detail By Fund

## Revenue Detail

|                  | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Enterprise Funds | \$22,027,529       | \$21,999,428           | \$21,095,450                      | \$22,738,725              |
| TOTAL            | \$22,027,529       | \$21,999,428           | \$21,095,450                      | \$22,738,725              |

## Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Enterprise Funds      | \$20,714,059       | \$23,329,014           | \$21,436,236                      | \$23,175,805              |
| Special Revenue Funds | \$397,540          | \$96,472               | \$0                               | \$0                       |
| TOTAL                 | \$21,111,599       | \$23,425,486           | \$21,436,236                      | \$23,175,805              |



## 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

- Creating a thriving workforce involves the strategic aim of adequately staffing the Waterfront, fostering a culture where employees feel genuinely valued and engaged, and positioning the Waterfront as the ultimate employer of choice. We constantly work with staff to ensure this.

#### ORGANIZATIONAL OPTIMIZATION

- Unlocking organizational optimization entails pinpointing efficiencies, delivering services in a manner that adds value, and prioritizing Waterfront services with a community-centric approach. This ensures that services not only meet high-quality standards but also resonate with and cater to the specific needs of both the Waterfront, local, and visiting community.

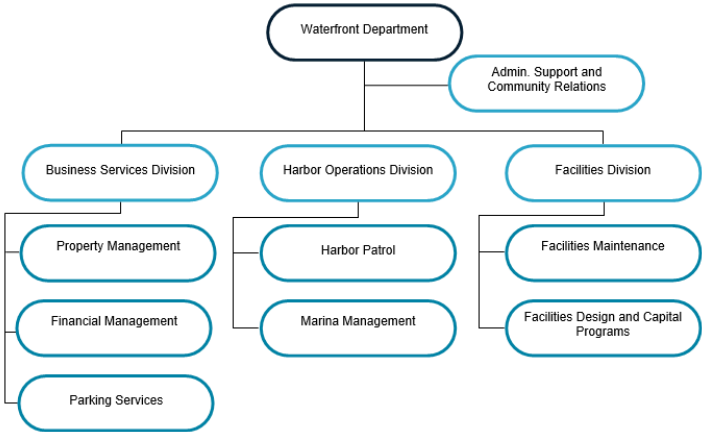
#### INNOVATION

- Elevating innovation involves not just breaking down barriers but enhancing the efficiency of Waterfront services. This pillar is all about ingraining innovation into the Waterfront's culture, making it a recognized hub for forward-thinking practices that continually improve the way services are delivered.

| Pillar                      | Department Goal   | Performance Measure  | Unit of Measure | Target | Reporting Period |
|-----------------------------|---|--|-----------------|--------|------------------|
| Innovation                  | Utilize industry standard technologies to help improve workflows and customer experience  | Implement online permitting program for recreational/beach permits   | Percent         | 100    | 2025, Baseline   |
| Innovation                  | Utilize industry standard technologies to help improve workflows and customer experience  | Respond within one business day to any SB Connect work orders  | Percent         | 100    | 2025, Baseline   |
| Innovation                  | Utilize industry standard technologies to help improve workflows and customer experience  | Implement touchless payment options in self pay parking lots to improve customer experience                                      | Percent         | 100    | 2025, Baseline   |
| Innovation                  | Utilize industry standard technologies to help improve workflows and customer experience  | Collaborate with City Fire to streamline medical case reports to align with County best practices                                | Percent         | 100    | 2025, Baseline   |
| Innovation                  | Utilize industry standard technologies to help improve workflows and customer experience  | Percentage of parking fees paid by credit card   | Percent         | 75     | 2025, Baseline   |
| Innovation                  | Utilize industry standard technologies to help improve workflows and customer experience  | Meet with California harbors annually to compare maintenance best practices and industry standards                               | Numeric Value   | 1      | 2025, Baseline   |
| Innovation                  | Utilize industry standard technologies to help improve workflows and customer experience  | Implement new Marina Management Software platform  | Percent         | 100    | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Percentage of total operating budget reinvested in capital program annually  | Percent         | 10     | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Internally evaluate every staffing vacancy prior to recruitment to ensure there is sufficient long term funding for the position | Percent         | 100    | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Internally evaluate every staffing vacancy prior to recruitment to ensure the position matches the needs of the Department       | Percent         | 100    | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Complete annual marina survey of neighboring harbors   | Percent         | 100    | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Percentage of Capital Projects completed annually  | Percent         | 70     | 2025, Baseline   |

| Pillar                      | Department Goal   | Performance Measure  | Unit of Measure | Target  | Reporting Period |
|-----------------------------|---|--|-----------------|---------|------------------|
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Funding provided to support community events annually  | Dollars         | 150,000 | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Maintain policy required disaster and contingency reserves as a percentage of total operating budget     | Percent         | 25      | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Number of community events sponsored by the Waterfront Department annually                               | Numeric Value   | 5       | 2025, Baseline   |
| Organizational Optimization | Ensure staffing, resources, and facilities are maintained at optimal levels to deliver expected level of service to the community within the Waterfront | Complete 95% of preventative maintenance work on schedule  | Percent         | 95      | 2025, Baseline   |
| Thriving Workforce          | Maintain a work environment that values and fosters safety, employee engagement, and staff development  | Percentage of Supervisors & Managers having completed Gallup Strengths Assessment                        | Percent         | 75      | 2025, Baseline   |
| Thriving Workforce          | Maintain a work environment that values and fosters safety, employee engagement, and staff development  | Conduct annual employee engagement survey and target a rating of 80%                                     | Percent         | 80      | 2025, Baseline   |
| Thriving Workforce          | Maintain a work environment that values and fosters safety, employee engagement, and staff development  | Number of cross-training, trade specific training, and new skills training offered to employees annually | Numeric Value   | 4       | 2025, Baseline   |
| Thriving Workforce          | Maintain a work environment that values and fosters safety, employee engagement, and staff development  | Percentage of training and travel budget utilized annually   | Percent         | 75      | 2025, Baseline   |
| Thriving Workforce          | Maintain a work environment that values and fosters safety, employee engagement, and staff development  | Number of work related social events, BBQs, celebrations per year  | Numeric Value   | 4       | 2025, Baseline   |
|                             |   |  |                 | 151,319 |                  |

## Department Organizational Chart



# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$118,503          | \$243,200              | \$242,700                         | \$394,100                 |
| Expenses               | \$490,911          | \$501,229              | \$579,036                         | \$600,079                 |
| REVENUES LESS EXPENSES | -\$372,408         | -\$258,029             | -\$336,336                        | -\$205,979                |

### Revenue Detail

|                      | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty | \$118,503          | \$243,200              | \$242,700                         | \$394,100                 |
| TOTAL                | \$118,503          | \$243,200              | \$242,700                         | \$394,100                 |

### Expenditure Detail

|                     | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|---------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services | \$196,222          | \$193,310              | \$256,650                         | \$254,005                 |
| Salaries            | \$180,975          | \$196,347              | \$204,265                         | \$218,382                 |
| Benefits            | \$106,096          | \$102,019              | \$105,961                         | \$114,879                 |
| Allocated Costs     | \$7,618            | \$9,553                | \$12,160                          | \$12,814                  |
| TOTAL               | \$490,911          | \$501,229              | \$579,036                         | \$600,079                 |

# 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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$15,447           | \$0                    | \$0                               | \$0                       |
| Expenses               | \$3,048,791        | \$3,780,910            | \$4,070,810                       | \$4,247,277               |
| REVENUES LESS EXPENSES | -\$3,033,344       | -\$3,780,910           | -\$4,070,810                      | -\$4,247,277              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$15,447           | \$0                    | \$0                               | \$0                       |
| TOTAL          | \$15,447           | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Allocated Costs       | \$1,845,793        | \$2,230,447            | \$2,518,493                       | \$2,507,160               |
| Salaries              | \$683,409          | \$690,309              | \$711,860                         | \$765,967                 |
| Benefits              | \$236,499          | \$373,164              | \$387,652                         | \$448,888                 |
| Supplies & Services   | \$196,944          | \$236,115              | \$196,510                         | \$257,113                 |
| Debt Services & Other | \$2,513            | \$102,000              | \$102,375                         | \$110,000                 |
| Special Projects      | \$59,014           | \$98,875               | \$71,400                          | \$72,100                  |
| Non-Capital Equipment | \$24,620           | \$50,000               | \$82,520                          | \$86,050                  |
| TOTAL                 | \$3,048,791        | \$3,780,910            | \$4,070,810                       | \$4,247,277               |

# Waterfront 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.

## FINANCIAL INFORMATION

|                        | FY 2023 Actuals | FY 2024 Projections | FY 2025 Year 2 Approved Budget | FY 2025 Adopted Budget |
|------------------------|-----------------|---------------------|--------------------------------|------------------------|
| Revenues               | \$3,132,072     | \$3,666,532         | \$1,644,700                    | \$2,279,000            |
| Expenses               | \$7,863,339     | \$8,865,785         | \$5,435,848                    | \$6,933,220            |
| REVENUES LESS EXPENSES | -\$4,731,267    | -\$5,199,253        | -\$3,791,148                   | -\$4,654,220           |

### 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            | 281            |
|                          |                 |                   |                | \$0            |

|       | FY 2022 Actuals | FY 2023 Projected | FY 2024 Budget | FY 2025 Budget |
|-------|-----------------|-------------------|----------------|----------------|
| 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, harbor structures, pavement, utilities, vessels, and equipment.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$262              | \$0                    | \$0                               | \$0                       |
| Expenses               | \$4,673,585        | \$5,191,495            | \$5,986,669                       | \$5,808,046               |
| REVENUES LESS EXPENSES | -\$4,673,323       | -\$5,191,495           | -\$5,986,669                      | -\$5,808,046              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$262              | \$0                    | \$0                               | \$0                       |
| TOTAL          | \$262              | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services      | \$2,421,700        | \$2,752,065            | \$2,995,075                       | \$2,879,880               |
| Salaries                 | \$1,355,404        | \$1,372,439            | \$1,799,394                       | \$1,636,877               |
| Benefits                 | \$742,587          | \$837,531              | \$871,334                         | \$1,003,098               |
| Allocated Costs          | \$147,160          | \$200,970              | \$207,596                         | \$253,192                 |
| Non-Capital Equipment    | \$6,733            | \$28,490               | \$113,270                         | \$10,000                  |
| Capital Equip & Projects | \$0                | \$0                    | \$0                               | \$25,000                  |
| TOTAL                    | \$4,673,585        | \$5,191,495            | \$5,986,669                       | \$5,808,046               |

# Waterfront Harbor Patrol

*Harbor Patrol's primary duty is to facilitate the safe and orderly use of the Waterfront area. Provided public safety duties include emergency medical care, boating education, ocean response and rescue, law enforcement, and emergency fire response services.*

## PROGRAM ACTIVITIES

Provide emergency response 7 days a week, 24 hours a day within the Waterfront.

Provide security and law enforcement in the Waterfront by patrolling the ocean and land areas.

Enforce Harbors and Navigations Code and local Municipal Code.

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.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$47,183           | \$0                    | \$0                               | \$0                       |
| Expenses               | \$2,975,710        | \$2,852,464            | \$3,032,746                       | \$3,301,579               |
| REVENUES LESS EXPENSES | -\$2,928,527       | -\$2,852,464           | -\$3,032,746                      | -\$3,301,579              |

### Revenue Detail

|                | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|----------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Other Revenues | \$47,183           | \$0                    | \$0                               | \$0                       |
| TOTAL          | \$47,183           | \$0                    | \$0                               | \$0                       |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries              | \$1,596,282        | \$1,664,015            | \$1,787,568                       | \$1,754,370               |
| Benefits              | \$1,093,246        | \$798,787              | \$833,808                         | \$1,119,305               |
| Supplies & Services   | \$90,149           | \$133,478              | \$154,990                         | \$141,340                 |
| Special Projects      | \$123,000          | \$126,690              | \$130,490                         | \$130,490                 |
| Allocated Costs       | \$62,977           | \$107,870              | \$110,890                         | \$120,774                 |
| Non-Capital Equipment | \$10,055           | \$21,625               | \$15,000                          | \$35,300                  |
| TOTAL                 | \$2,975,710        | \$2,852,464            | \$3,032,746                       | \$3,301,579               |



# Waterfront 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.

## 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            |
| 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       |

|       | FY 2022 Actuals | FY 2023 Projected | FY 2024 Budget | FY 2025 Budget |
|-------|-----------------|-------------------|----------------|----------------|
| TOTAL | \$324,368       | \$631,678         | \$401,103      | \$421,770      |

# 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, licenses, 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 the Stearns Wharf Merchants' Association by monitoring number of pedestrians entering Stearns Wharf via a thermal imaging system. Compile data monthly and provide to the Association.

Develop and refine a marketing campaign and budget for the Wharf and Harbor Merchants that maximizes exposure of Wharf and Harbor both locally and regionally.

## FINANCIAL INFORMATION

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$7,292,508        | \$6,578,500            | \$7,140,650                       | \$6,788,500               |
| Expenses               | \$581,392          | \$442,702              | \$514,164                         | \$444,954                 |
| REVENUES LESS EXPENSES | \$6,711,116        | \$6,135,798            | \$6,626,486                       | \$6,343,546               |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Use Of Money & Prpty   | \$6,581,775        | \$5,999,500            | \$6,491,550                       | \$6,025,000               |
| Other Revenues         | \$684,136          | \$554,000              | \$612,350                         | \$740,000                 |
| Fees & Service Charges | \$26,598           | \$25,000               | \$36,750                          | \$23,500                  |
| TOTAL                  | \$7,292,508        | \$6,578,500            | \$7,140,650                       | \$6,788,500               |

### Expenditure Detail

|                       | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|-----------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Supplies & Services   | \$271,066          | \$188,625              | \$196,900                         | \$294,190                 |
| Salaries              | \$172,035          | \$141,238              | \$198,915                         | \$82,760                  |
| Benefits              | \$89,161           | \$102,220              | \$106,393                         | \$52,677                  |
| Allocated Costs       | \$6,528            | \$10,619               | \$11,956                          | \$15,327                  |
| Other                 | \$33,038           | \$0                    | \$0                               | \$0                       |
| Debt Services & Other | \$9,564            | \$0                    | \$0                               | \$0                       |
| TOTAL                 | \$581,392          | \$442,702              | \$514,164                         | \$444,954                 |

# Waterfront Parking Services

*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.

## Financial Information

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Revenues               | \$3,953,334        | \$3,866,615            | \$4,002,500                       | \$4,781,125               |
| Expenses               | \$1,074,466        | \$1,327,526            | \$1,395,192                       | \$1,394,593               |
| REVENUES LESS EXPENSES | \$2,878,868        | \$2,539,089            | \$2,607,308                       | \$3,386,532               |

### Revenue Detail

|                        | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Fees & Service Charges | \$3,276,731        | \$3,141,615            | \$3,253,800                       | \$3,889,875               |
| Licenses & Permits     | \$676,328          | \$725,000              | \$748,700                         | \$891,250                 |
| Other Revenues         | \$275              | \$0                    | \$0                               | \$0                       |
| TOTAL                  | \$3,953,334        | \$3,866,615            | \$4,002,500                       | \$4,781,125               |

### Expenditure Detail

|                          | FY 2023<br>Actuals | FY 2024<br>Projections | FY 2025 Year 2<br>Approved Budget | FY 2025 Adopted<br>Budget |
|--------------------------|--------------------|------------------------|-----------------------------------|---------------------------|
| Salaries                 | \$663,351          | \$830,736              | \$909,972                         | \$873,490                 |
| Benefits                 | \$190,715          | \$213,992              | \$221,481                         | \$238,760                 |
| Supplies & Services      | \$115,586          | \$189,195              | \$167,570                         | \$197,720                 |
| Allocated Costs          | \$70,618           | \$68,604               | \$70,670                          | \$69,623                  |
| Non-Capital Equipment    | \$11,400           | \$25,000               | \$25,500                          | \$15,000                  |
| Capital Equip & Projects | \$22,796           | \$0                    | \$0                               | \$0                       |
| TOTAL                    | \$1,074,466        | \$1,327,526            | \$1,395,192                       | \$1,394,593               |

# 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.

# 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.

On June 13, 2023, the City Council adopted a resolution implementing a Cost Recovery and Revenue Policy which serves as a guideline for staff and the City Council in establishing the appropriate level of cost recovery and subsidy that may be required for various fees for government services. This policy has been implemented and, over time, additional revenues are projected to be recovered for direct services the public may receive from the City. You'll find a link to the policy here:

<https://santabarbaraca.gov/sites/default/files/2023-10/23-080%20Cost%20Recovery%20and%20Revenue%20Policy.pdf>

## Reserve Policy

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.

You'll find a link to the policy here: <https://santabarbaraca.gov/sites/default/files/2023-10/23-124.pdf>

## 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.

You'll find a link to the policy here: <https://santabarbaraca.gov/sites/default/files/2023-12/23-131%20Debt%20Management%20Policy.pdf>

### **Pension Management Policy**

This policy establishes guidelines, standards, and procedures for the management and effective controls of employee pension, including associated unfunded liability (long-term debt). By establishing set standards, the City can address immediate and long-term pressures related to meeting required minimum contributions, servicing its unfunded liability, providing competitive compensation to employees while continuing to provide essential services to the community.

The Pension Management Policy covers methods currently in place and options to be considered for the effective management of employee pensions. While there are many ways to manage pension liability, several methods include, but are not limited to discretionary payments to the California Public Employees' Retirement System (CalPERS), fresh-starts, Section 115 Trusts, employee cost sharing, limiting pay increases, or the issuance of Pension Obligation Bonds (POB). All pension management activities serve the purpose of reducing unfunded pension liability obligations while continuing to provide high levels of service with the best interest of the public in mind.

It is a financial health goal of the City to maintain a minimum funding level of 90% in its defined pension plan. Decisions and strategies made regarding the management of City pensions are ultimately the decision of City Council and must be adopted by Resolution to be made effective. It is the objective of this policy to demonstrate prudent financial management and long-term fiscal and budgetary sustainability.

You'll find a link to the policy here: <https://santabarbaraca.gov/sites/default/files/2023-12/Pension%20Management%20Policy%20-%202012-05-2023.pdf>

# Debt Obligations

The annual requirements to amortize all debts outstanding as of June 30, 2024 are as follows:

| Fiscal Year<br>Ending | Business-type Activities |                                  |                 |                  |
|-----------------------|--------------------------|----------------------------------|-----------------|------------------|
|                       | Principal Payments       |                                  |                 | Total            |
|                       | Revenue Bonds            | Certificates of<br>Participation | Other Loans     |                  |
| 2025                  | \$ 3,248,721.44          | \$ 1,960,000.00                  | \$ 8,666,734.07 | \$ 13,875,455.51 |
| 2026                  | 3,396,259.11             | 2,055,000.00                     | 7,707,310.52    | 13,158,569.63    |
| 2027                  | 3,542,678.08             | 1,425,000.00                     | 7,873,984.30    | 12,841,662.38    |
| 2028                  | 2,905,000.00             | -                                | 8,044,756.82    | 10,949,756.82    |
| 2029                  | 1,515,000.00             | -                                | 8,219,084.18    | 9,734,084.18     |
| 2030 - 2034           | 8,785,000.00             | -                                | 40,995,731.06   | 49,780,731.06    |
| 2035 - 2039           | 8,755,000.00             | -                                | 28,391,066.54   | 37,146,066.54    |
| 2040 - 2044           | -                        | -                                | -               | -                |
| 2045 - 2049           | -                        | -                                | -               | -                |
| 2050 - 2054           | -                        | -                                | -               | -                |
| Total Principal       | 32,147,658.63            | 5,440,000.00                     | 109,898,667.51  | 147,486,326.14   |

| Fiscal Year<br>Ending | Interest Payments |                 |                   | Total             |
|-----------------------|-------------------|-----------------|-------------------|-------------------|
| 2025                  | 1,524,497.88      | 173,950.00      | 2,275,724.09      | 3,974,171.97      |
| 2026                  | 1,376,896.87      | 83,850.00       | 2,090,901.91      | 3,551,648.78      |
| 2027                  | 1,222,407.15      | 21,375.00       | 1,924,228.13      | 3,168,010.28      |
| 2028                  | 1,075,639.25      | -               | 1,753,455.60      | 2,829,094.85      |
| 2029                  | 952,750.00        | -               | 1,579,128.25      | 2,531,878.25      |
| 2030 - 2034           | 3,549,000.00      | -               | 5,229,437.00      | 8,778,437.00      |
| 2035 - 2039           | 1,120,250.00      | -               | 1,303,798.56      | 2,424,048.56      |
| 2040 - 2044           | -                 | -               | -                 | -                 |
| 2045 - 2049           | -                 | -               | -                 | -                 |
| 2050 - 2054           | -                 | -               | -                 | -                 |
| Total Interest        | 10,821,441.15     | 279,175.00      | 16,156,673.53     | 27,257,289.68     |
| Total Debt            | \$ 42,969,099.78  | \$ 5,719,175.00 | \$ 126,055,341.03 | \$ 174,743,615.81 |

# 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 streets-restricted utility users' tax for activities related to streets and roads. Fifty percent of the City's utility users' tax is restricted for this purpose.

## **Street Sweeping Fund**



For receipt and disbursement of street sweeping parking violations revenue in connection with the City's Consolidated Clean Sweep Program which provides for sweeping of City streets in both commercial and residential neighborhoods.

### **Traffic Safety Fund**

For receipt of fines collected pursuant to the California Vehicle Code. The State of California Government Code restricts use of these funds to traffic control devices, equipment and supplies related to traffic control or traffic safety, and maintenance of public streets. The funds may not be used to pay compensation to traffic or police officers.

### **Transportation Development Act Fund**

For receipt and disbursement of the City's share of gasoline sales tax and Transportation Development Act of 1971. These funds may be used only for capital projects pertaining to streets, roads and bikeways.

### **Transportation Sales Tax (Measure A) Fund**

For funds received from a one-half cent sales tax levied by the Santa Barbara County Association of Governments. The proceeds are restricted to transportation uses. Measure A was approved by the voters of Santa Barbara County in an election held on November 4, 2008. The tax became effective on April 1, 2010.

### **Wildland Fire Suppression Fund**

For funds received and expended for wildland fire suppression.

## **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 costs of scheduled replacement of the City's vehicle fleet.

### **Police Equipment Replacement Fund**

To accumulate monies for the scheduled replacement of small equipment in the Police department.

### **Self-Insurance Fund**

For the cost of providing workers' compensation, unemployment, liability and employee health insurance coverage on a citywide basis.

### **Information Systems Fund**

For the costs of the Information Systems operations for citywide computer and network maintenance and replacement.

### **Post-Employment Benefits Fund**

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

## **FIDUCIARY FUNDS**

Funds that account for resources held in a trustee, custodial or agency capacity for others.

### **Pension Trust Funds**

Pension trust funds are used to account for the accumulation of resources for the locally administered safety retirement programs.

#### **Safety Retirement Fund**

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965.

#### **Service Retirement Fund**

For the accumulation of resources to be used for retirement benefits for those police and fire employees hired between May 17, 1937 and May 28, 1965, and who were disabled due to job related injuries.

## **Private Purpose Trust Funds**

Private Purpose trust funds are other trust resources accounted for by the City, in accordance with the terms of their respective trust agreements.

## **Successor Agency of the former RDA Fund**

For assets held until they are distributed to other units of state and local government and to receive revenue from the County to pay enforceable obligations of the former redevelopment agency.

## **Library Gifts Fund**

For gifts and bequests made to the City library. Funds are used for book replacement.

## **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. 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.

## **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.

# Gann Limit

## RESOLUTION NO. 24-067

### A RESOLUTION OF THE COUNCIL OF THE CITY OF SANTA BARBARA ESTABLISHING THE CITY'S APPROPRIATION LIMITATION FOR FISCAL YEAR 2025

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 2025 is hereby set at \$183,783,010, 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.



| to Gann Limit                                 |             | Annual Appropriations Subject |
|---|-------------|-------------------------------|
| 2025  |             | Fiscal Year                   |
| <b>Appropriations Subject to Limitation</b>   |             |                               |
| Fiscal Year 2024 adopted revenues             |             | \$221,810,275                 |
| Less:   |             |                               |
| Nonproceeds                                   |             |                               |
| of tax  |             | (59,740,282)                  |
| Qualified                                     |             |                               |
| Capital Outlay                                |             | (19,112,771)                  |
| Federal                                       |             |                               |
| Mandates:                                     |             |                               |
| Medicare                                      | (1,206,391) |                               |
| FLSA - Fire Department                        | (288,193)   | (1,4954,584)                  |
| Plus: User fees in excess of costs            |             | —                             |
|   |             | _____                         |
| Total Appropriations Subject to Limitation    |             | <u>\$141,462,638</u>          |
| <b>Appropriation Limit</b>                    |             |                               |
| Fiscal Year 2024 appropriation limit, adopted |             | 176,743,884                   |
| A. Inflation adjustment, CPI                  | 1.0362      |                               |
| B. Population adjustment                      | 1.0035      |                               |
|   | _____       |                               |
| Change factor (A X B)                         | 1.0398      |                               |
| Increase in appropriation limit               |             | 7,039,126                     |

Fiscal Year 2025 appropriation limit

\$183,783,010

Remaining appropriation capacity

\$42,320,373

Available capacity as a percent of  
appropriation limit

-23.03%

**RESOLUTION NO. 24-067**

STATE OF CALIFORNIA                     )  
  )  
COUNTY OF SANTA BARBARA         ) ss.  
  )  
CITY OF SANTA BARBARA                )

I HEREBY CERTIFY that the foregoing resolution was adopted by the Council of the City of Santa Barbara at a meeting held on June 11, 2024, by the following roll call vote:

AYES:                     Councilmembers Eric Friedman, Alejandra Gutierrez, Oscar Gutierrez, Meagan Harmon, Mike Jordan, Kristen W. Sneddon, Mayor Randy Rowse.

NOES:                    None

ABSENT:                 None

ABSTENTIONS:       None

IN WITNESS WHEREOF, I have hereto set my hand and affixed the official seal of the City of Santa Barbara on June 13, 2024.



*Sarah Gorman*

Sarah Gorman, MMC  
City Clerk Services Manager

I HEREBY APPROVE the foregoing resolution on June 13, 2024.

*Randy Rowse*

Randy Rowse  
Mayor

# GFOA Award



## Government Finance Officers Association

GFOA established the Distinguished Budget Presentation Awards Program (Budget Awards Program) in 1984 to encourage and assist state and local governments to prepare budget documents of the very highest quality that reflect both the guidelines established by the National Advisory Council on State and Local Budgeting and the GFOA's best practices on budgeting and then to recognize individual governments that succeed in achieving that goal.

The City of Santa Barbara has received this award in prior years and continues to strive to meet and exceed the standards set forth in this program by focusing on goals, strategies, priorities and issues impacting the budget, implementing long-range financial forecasting to inform the budget process, increasing transparency and access to the budget, communicating performance measures as part of the budget process and making sure the budget is easy to read and understandable.

For more information about GFOA's program and criteria, visit this site: <https://www.gfoa.org/budget-award>

# Legal Requirements

## **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 Assistant Finance Director throughout the entire budget development process to develop the base budget requirements for the next fiscal year through analysis of revenue estimates.

The Assistant Finance Director and Finance Department staff 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 Technology 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, Information Technology and Public Works departments 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.

The Master Fee Schedule is posted to the City's website, including proposed fee changes.

## ***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, including the master fee schedule, 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.



## 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 <sub>2</sub> 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                           |