



CITY OF  
SANTA BARBARA

# Adopted **TWO-YEAR FINANCIAL PLAN FOR FISCAL YEARS 2026 & 2027**

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**and Operating & Capital  
Budget for Fiscal Year 2026**

[SantaBarbaraCA.gov/Budget](https://SantaBarbaraCA.gov/Budget)



# Fiscal Years 2026 & 2027

## 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 2026 Fee Schedule  
Capital Improvement Program Fiscal Years 2026 to 2030

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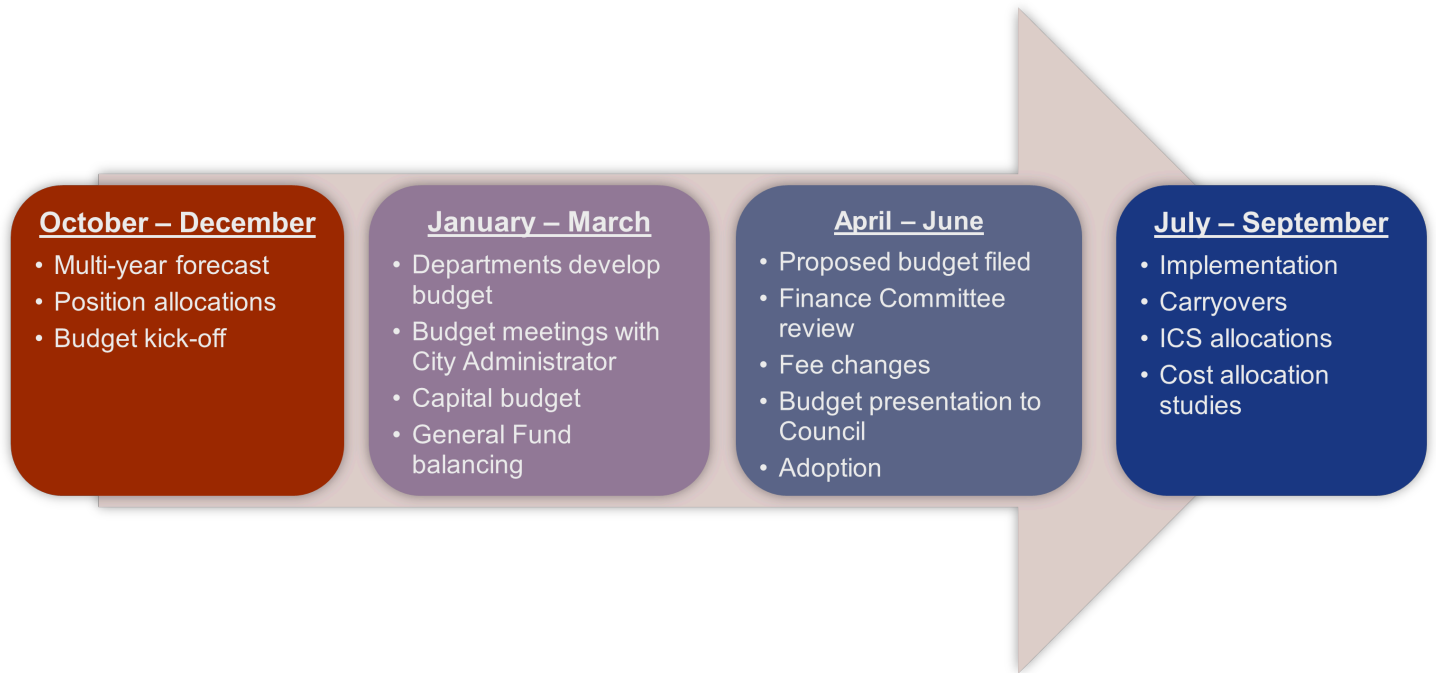
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# Budget Process

Fiscal Year 2026 and 2027 Two-Year 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 staff perform preliminary review of departmental line-item submittals.

Budget staff 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
Regular City Council Meeting and Budget Work Session	Tuesday, March 4, 2025 2:00 p.m. - 5:00 p.m.	FY2026 Budget Work Session <ul style="list-style-type: none"> <li>• Overview of City fund structure, enterprise, &amp; ICS funds</li> <li>• Major economic indicators</li> <li>• General Fund multi-year forecast &amp; budget balancing considerations</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 15, 2025 12:00 p.m. - 1:30 p.m.	Downtown Parking Draft Budget Overview <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 22, 2025 2:00 p.m. - 5:00 p.m.	Filing of the Recommended Operating & Capital Budget for Fiscal Year 2026 <ul style="list-style-type: none"> <li>• Proposed Schedule of Budget Review Meetings &amp; Public Hearings</li> <li>• Introduction of Two-Year Recommended Budget for FY2026 &amp; FY2027</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 29, 2025 12:00 p.m. - 1:30 p.m.	Recommendations to the City Council <ul style="list-style-type: none"> <li>• Recommended Budget for FY2026</li> <li>• Proposed Fee Schedule</li> <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 and Public Hearing	Tuesday, May 6, 2025 2:00 p.m. - 6:00 p.m.	Recommendations to the City Council <ul style="list-style-type: none"> <li>• General Fund &amp; Measure C</li> <li>• Enterprise Funds &amp; Other Funds</li> <li>• <b>Council Agenda Report</b></li> <li>• <b>Video</b></li> <li>• <b>Presentation</b></li> </ul>
Special City Council Meeting	Tuesday, June 3, 2025 9:00 a.m. - 4:00 p.m.	City Council Priority Setting Workshop <ul style="list-style-type: none"> <li>• <b>Council Agenda Report</b></li> <li>• <b>Video</b></li> </ul>
Finance Committee Meeting	Tuesday, June 10, 2025 12:00 p.m. - 1:30 p.m.	Reserve Policy & Measure C & General Fund Capital Project Appropriation & Direction <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 and Public Hearing	Tuesday, June 10, 2025 2:00 p.m. - 5:00 p.m.	City Council Budget Deliberations & Prop. 218 Hearing on Proposed FY2026-FY2029 Solid Waste Rates <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 17, 2025 2:00 p.m. - 5:00 p.m.	Budget & Solid Waste Rates 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>

## 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 \$691 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
- Cannabis 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 essential to City budgeting.

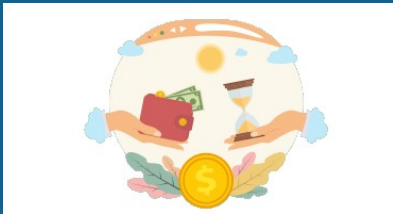


## Current Fiscal Challenges

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.

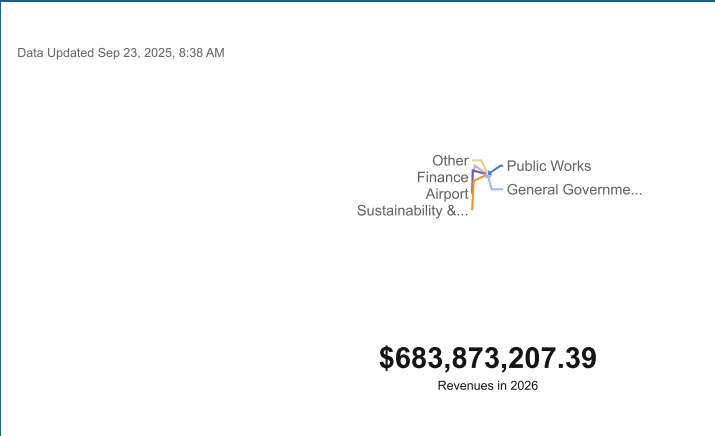


Pension costs continue to rise year over year creating an "unfunded liability." This means that the amount the City had invested in employee pensions will not be enough to meet future pension amounts.

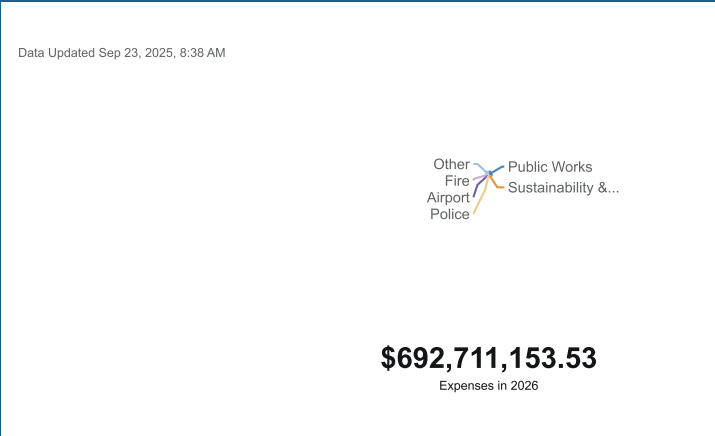
# General Fund Budget

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) 2026 and 2027 two-year financial plan and FY2026 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.

Over the past three years, local businesses and residents in Santa Barbara have been impacted by changes in the economy due to inflation and other economic uncertainties. 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 canceled programs and services. However, the tail-end of FY2022 continuing through FY2023 saw stronger economic activity and revenue growth in the City's major tax sources. Tax revenues have stabilized but have grown at a much slower pace into FY2024 and FY2025, suggesting a leveling of economic activity to a new baseline.

Over the past five years, it has been necessary to reduce operating expenses, re-prioritize major initiatives and capital projects, and redesign and implement new and streamlined ways of serving the public 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. Because of the fiscal discipline exerted over the last five budget cycles, focusing on maximizing revenues from our existing revenue sources and the passage of the 0.50% Measure I sales tax rate that the voters approved in November 2024, this proposed budget does not call for any further expenditure reductions.

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 both retain and attract employees and continue to invest in the City's aging infrastructure and facilities. The FY2026 and FY2027 budget assumes modest revenue growth, but this growth is not adequate to cover ongoing expenditure increases from current commitments, including pension and benefit costs, insurance costs, capital investment, and many other impacts.

My direction to staff in preparation for this budget cycle was to focus on existing project delivery and to maintain a status quo budget. The City has many projects underway, and it is critical that we work hard to deliver these timely and on budget to meet community expectations. Only a few, select new positions are being proposed for core functions, the costs of which are offset by reducing expenses in other areas or increasing revenue to fund them. Staff were also directed to identify ongoing funding for priority programs and services that have been previously funded by one-time funding sources, such as the American Rescue Plan Act (ARPA).

## Fiscal Year 2026 And 2027 Financial Plan And Operating & Capital Budget

The FY2026 and FY2027 budget includes a multi-faceted approach to balancing the General Fund budget, including continuing to control expenditures and programming the new Measure I sales tax revenues to invest in existing essential services. My focus, in collaboration with department staff, and the City Council, will be to develop strategies to achieve fiscal sustainability as we move forward to ensure we continue to deliver high quality services to the community.

The FY2026 General Fund budget is being proposed with a small surplus; however, due to continued cost pressures, the FY2027 General Fund budget will likely result in a small deficit. 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 multi-year forecast model projects operating deficits over the next five 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 continuing gap between the escalating cost of the services we provide, and the revenues needed to provide them.

During the upcoming budget hearings scheduled in April, May and June, staff will present the major components of the FY2026 and FY2027 budget to the Finance Committee and City Council. Many boards and commissions will also receive budget updates. We welcome a robust public dialogue on all aspects of the budget during these public meetings.

Below are the major considerations and initiatives that will be discussed during the upcoming budget hearings.

**1. Softening Tax Revenues & Economic Uncertainty:** 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 in FY2026 and FY2027, but at a low rate and lower than the annual increases in the cost of providing the same level of services to the community.

Recent federal government policy changes are closely being monitored by staff to determine which services, currently funded through federal sources, may be in jeopardy for receiving continued funding. The recommended budget shows commitment for continued funding throughout FY2026 and FY2027, but further commitment beyond this financial plan cannot be confirmed at this time.

**2. Strategic Planning:** Staff will be working with the City Council this spring to develop a city strategic plan that will help us prioritize and focus the work that we do. This process will involve the community, staff, and the City Council developing a strategic roadmap that outlines our highest priorities and specific actions to help get us there. In future years, the financial planning and budgeting processes will be produced in line with the strategic plan.

**3. Measure I Sales Tax Implementation:** This ½ cent sales tax measure (Measure I) was approved by voters on November 5, 2024. The new 9.25% sales tax rate is projected to generate an additional estimated \$15.6 Million annually to support the City's General Fund, which pays for essential services, including public safety, maintenance, libraries, affordable housing, and more. The Santa Barbara Essential Services Measure was placed on the ballot after a series of more than 20 community meetings. Measure I revenues will be critical to ensure long-term fiscal sustainability for the General Fund and to continue to provide essential services to the community.

**4. Classification and Compensation Study:** The City recently embarked on a comprehensive classification and compensation study to review all positions within the City to determine the grouping of jobs, and to update job descriptions so they are accurate, complete, and better align positions with duties. A core objective is to be able to attract, motivate, and retain employees by providing an updated classification structure as well as competitive and equitable salaries and benefits. Ensuring market competitiveness for salaries and benefits is core to this effort and will come at a cost to the City in future years.

**4. Downtown, Homeless & Housing Services Reorganization:** The recommended budget includes a cross-departmental reorganization of multiple, related services under a new Deputy City Administrator position in the City Administrator's Office. All Downtown services and parking functions currently in the Public Works Department, and all Housing, Homelessness and Community Vitality functions and services in the Community Development Department, will be reorganized as one, consolidated group under direct oversight in the City Administrator's Office. Given the critical nature of these functions and services they provide to the community, and the need to collaborate more effectively to ensure continued service delivery with adequate financial resources, this reorganization is being proposed to continue strategic, forward progress. The new Deputy City Administrator will be funded through holding positions partially vacant in FY2026.

## Conclusion

As I reflect on my first year serving as City Administrator, there is so much to be grateful for and I have a deep appreciation for the amazing work and progress underway before I arrived that came to fruition this past year. This included the grand opening of the daytime homeless navigation center (FARO Center), which is providing critical services to many community members, the passage of the Measure I sales tax measure, the grand opening of the Michael Towbes Library Plaza and Faulker Gallery, and the groundbreaking of the new Police Station, among many other initiatives.

Developing the FY2026 and FY2027 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.

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 am grateful to Finance Director DeMartini and his team for their tireless work in preparing this budget document along with staff from all departments that were closely involved in the budget process. I look forward to the upcoming public budget hearings and hearing feedback from Council and the community on the proposed FY2026 budget.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'K. McAdoo', with a stylized flourish at the end.

Kelly McAdoo  
**City Administrator**

# Summary of General Fund

## GENERAL FUND HIGHLIGHTS

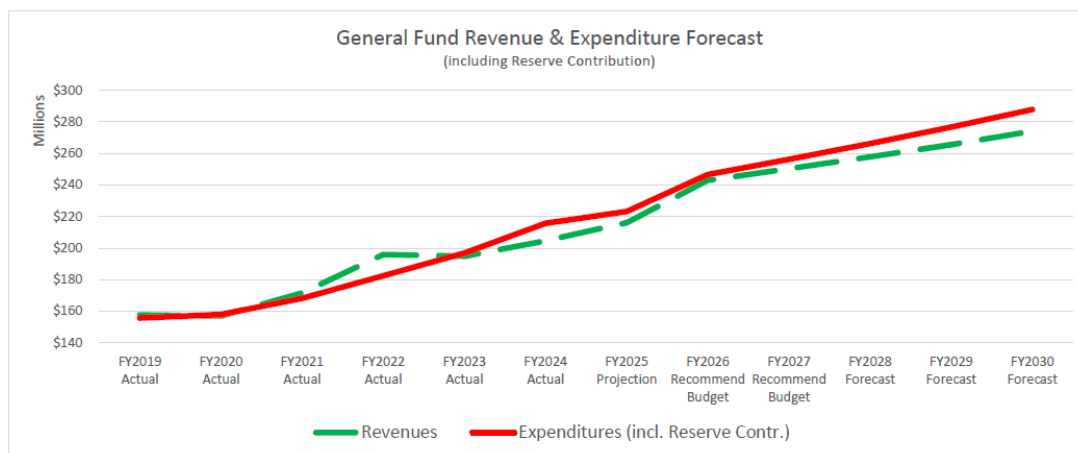
### Multi-Year General Fund Forecast

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 FY2026 and FY2027 financial plan and FY2026 operating and capital budget.

Overall, the multi-year forecast assumes the recovery and continued, modest growth of all major General Fund revenue sources into the foreseeable future. The forecast also includes revenue from the new Measure I Essential Services sales tax measure, with the first full fiscal year of revenue projected in FY2026. 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 FY2026 has a small operating surplus of \$780,000 before any reserve contributions. Due to the anticipated, inadequate growth of many General Fund revenues to pay for known increases to expenditures, particularly pension costs, the long-range forecast shows growing operating deficits beginning in FY2027 which may require relying on reserves and implementing 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 FY2023 through the end of the FY2027 recommended budget and the annual operating surplus or deficit. The table includes Measure C sales tax revenues and expenditures.

<b>\$ Millions</b>	<b>FY2023 Actuals</b>	<b>FY2024 Actuals</b>	<b>FY2025 Projection</b>	<b>FY2026 Budget</b>	<b>FY2027 Budget</b>
Revenues	\$194.8	\$204.6	\$216.1	\$243.0	\$250.4
Expenditures	193.4	212.3	220.1	244.5	256.3
<b>Surplus/(Deficit)</b>	<b>\$1.4</b>	<b>(\$7.7)</b>	<b>(\$4.0)</b>	<b>(\$1.6)</b>	<b>(\$5.9)</b>
Reserves to Meet Policy Target	3.5	3.5	3.2	4.4	2.2
<b>Net Surplus/ (Deficit)</b>	<b>(\$2.1)</b>	<b>(\$11.1)</b>	<b>(\$7.2)</b>	<b>(\$6.0)</b>	<b>(\$8.4)</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.

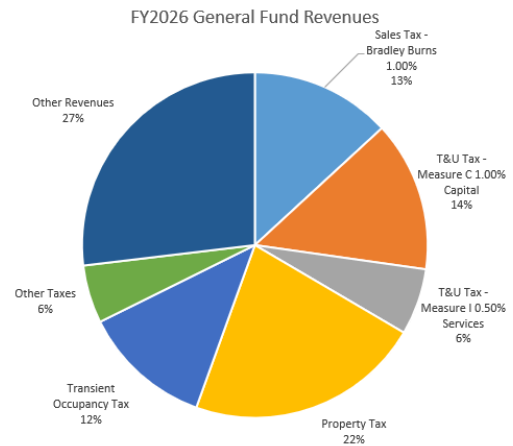
The FY2023 budget was produced in line with economic recovery projections already realized late in 2021 and continuing into 2022. The budget assumed \$1.0 Million of expenditure reductions in FY2022 and a modest use of reserves of \$1.3 Million to balance the budget.

Two years ago, the FY2024 and FY2025 budgets were 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.

The FY2026 and FY2027 financial plan has been produced to focus on project delivery and continuing to provide essential services to the community. And for the first time in many years, the FY2026 budget projects a small operating surplus, primarily attributable to the implementation of the Measure I sales tax revenue.

# 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 \$243.0 Million in FY2026. At \$177.6 Million, the largest revenue category is Taxes, making up 73% of total revenues. Taxes include property, sales, utility users (UUT), transient occupancy (TOT), cannabis, and other smaller taxes. They also include the Measure C sales tax that became effective on April 1, 2018 as well as the new Measure I sales tax that became effective on April 1, 2025.

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 four years due to reduced economic and travel activities, but have recently trended to a new normal baseline level.

The table below summarizes the General Fund tax revenues, showing the actual results for FY2024, projected end results for FY2024 and the recommended budget for FY2026 and FY2027. The table below includes revenue transfers but does not include Measure C revenues and expenditures as Measure C sales tax dollars only fund capital and not operating expenditures.

Revenue Details

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Taxes</b>				
Property Taxes	\$48,672,111	\$51,000,000	\$53,581,500	\$56,260,575
Sales and Use Tax	\$29,377,218	\$30,528,520	\$31,960,000	\$32,672,000
Transient Occupancy Tax	\$26,833,855	\$29,300,000	\$29,561,000	\$30,447,830
Measure I Sales Tax	\$0	\$3,000,000	\$15,100,000	\$15,477,500
Utility Users Tax	\$8,494,176	\$8,200,000	\$8,200,000	\$8,446,000
Measure C Sales Tax	\$31,201,789	\$0	\$0	\$0
Business License	\$2,874,249	\$2,943,752	\$3,004,910	\$3,065,476
Cannabis Excise Tax	\$1,311,001	\$1,030,000	\$1,000,000	\$1,000,000
Real Property Transfer Tax	\$837,750	\$910,000	\$1,000,000	\$1,273,080
<b>TAXES TOTAL</b>	<b>\$149,602,149</b>	<b>\$126,912,272</b>	<b>\$143,407,410</b>	<b>\$148,642,461</b>
<b>Internal Charges</b>	<b>\$19,704,788</b>	<b>\$20,464,931</b>	<b>\$27,940,067</b>	<b>\$28,547,523</b>
<b>Fees &amp; Service Charges</b>	<b>\$19,026,023</b>	<b>\$18,365,436</b>	<b>\$20,584,441</b>	<b>\$21,294,224</b>
<b>Other Revenues</b>	<b>\$9,278,929</b>	<b>\$13,970,473</b>	<b>\$9,069,238</b>	<b>\$9,095,507</b>
<b>Use Of Money &amp; Prpty</b>	<b>\$4,887,157</b>	<b>\$2,909,206</b>	<b>\$3,234,492</b>	<b>\$3,179,772</b>
<b>Fines &amp; Forfeitures</b>	<b>\$2,129,840</b>	<b>\$2,379,603</b>	<b>\$3,154,652</b>	<b>\$3,155,384</b>
<b>Intergovernmental</b>	<b>\$4,327,028</b>	<b>\$1,996,318</b>	<b>\$1,625,000</b>	<b>\$1,625,000</b>
<b>Licenses &amp; Permits</b>	<b>\$1,143,731</b>	<b>\$1,221,474</b>	<b>\$1,214,095</b>	<b>\$1,261,220</b>

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$210,099,645	\$188,219,713	\$210,229,394	\$216,801,091

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 and 2025 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 was realized in FY2024 and FY2025 and is anticipated to continue into FY2026 and FY2027 and beyond, barring any potential decline that may result from an economic recession, which staff have not factored into the recommended budget.

**Measure C and I sales tax** revenues generally follows 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 and I) are allocated based on where the buyer lives. Measure C became effective on April 1, 2018, and Measure I became effective on April 1, 2025.

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 through FY2025. Staff anticipate TOT to continue to experience modest growth in line with broad economic indicators for local travel.

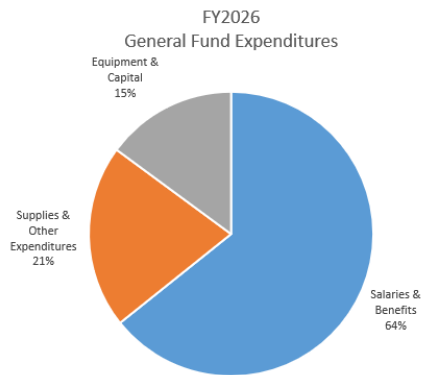
**Utility users’ tax (UUT)** revenues are generated from a 6% tax applied to water, electricity, and natural gas, and a 5.75% tax applied to telecommunication services, including telephone (landline, cellular, internet-based) and video. Overall, UUT revenues over the last ten years have remained essentially 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 and are projected to continue to decline in FY2026.

The City administers the **business tax certificate** program and has more than 16,000 registered businesses in Santa Barbara. Most business taxes are paid based on prior years' gross receipts. Tax revenue is projected to show modest growth in FY2026 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 FY2026. The total recommended budget is approximately \$246.6 Million.



At 64% of total expenditures, salaries and benefits totaling \$155.6 Million represent the largest expenditure category. Benefit costs are projected to cost \$60.0 Million, and include health insurance, retirement, and workers' compensation insurance. For most employees, salaries and benefits are negotiated and established through multi-year onracts. Salary and benefit costs for FY2026 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 in FY2026 with continued growth in FY2027. 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.

The table below summarizes the General Fund expenditures, showing the actual results for FY2024, projected end results for FY2025 and the budget for FY2026 and FY2027. Note: Expenditures below do not include \$34.2 Million of budgeted capital expenditures funded by the Measure C District Sales Tax and \$5.7 Million of transfers out of the General into other City funds.

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$82,745,037	\$83,232,293	\$95,789,361	\$102,385,271
Benefits	\$49,019,267	\$55,630,912	\$59,751,585	\$62,615,291
Allocated Costs	\$18,134,991	\$20,135,996	\$23,796,620	\$25,352,163
Transfers	\$47,871,761	\$6,514,926	\$8,566,977	\$8,524,902
Supplies & Services	\$11,787,415	\$16,535,019	\$15,800,042	\$16,439,960
Special Projects	\$4,201,133	\$6,160,699	\$4,776,564	\$4,040,802
Non-Capital Equipment	\$2,548,006	\$1,447,551	\$1,277,431	\$1,281,742
Debt Services & Other	\$683,975	\$266,275	\$507,500	\$507,500
Capital Equip & Projects	\$840,600	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$217,832,186</b>	<b>\$189,923,671</b>	<b>\$210,266,081</b>	<b>\$221,147,631</b>

#### Expenses by Department

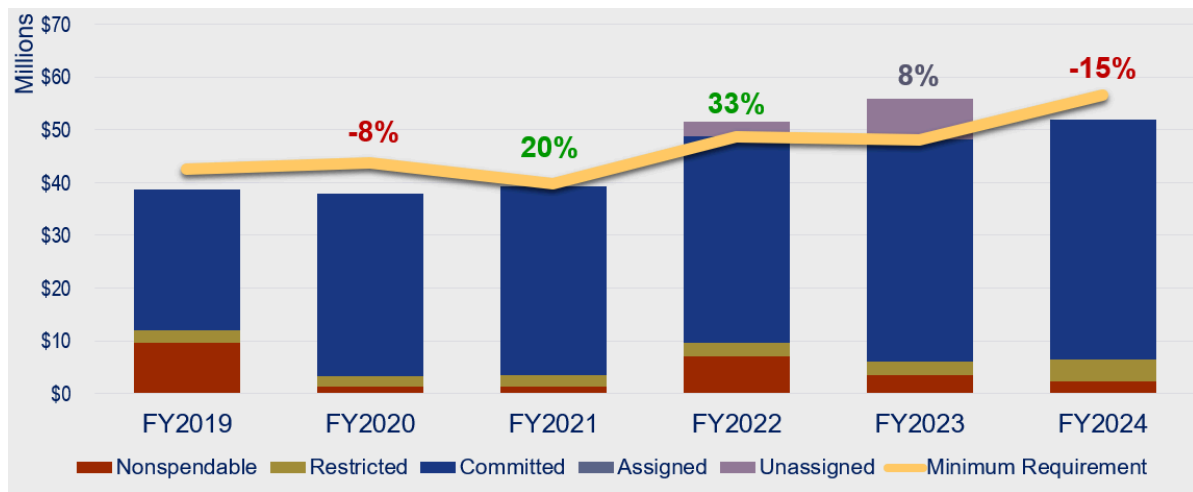
	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Police	\$53,417,738	\$56,218,784	\$61,192,945	\$64,964,245
Fire	\$37,464,064	\$40,356,133	\$42,380,676	\$43,559,584
Parks and Recreation	\$22,554,958	\$26,066,635	\$28,047,427	\$29,710,415
Community Development	\$14,875,673	\$17,644,043	\$15,969,396	\$17,133,921
Public Works	\$11,469,301	\$13,862,849	\$15,187,246	\$16,110,901
General Government	\$46,722,057	\$114,515	\$4,785,543	\$4,797,356
Library	\$8,049,821	\$8,340,353	\$9,863,079	\$10,481,103
City Administrator's Office	\$4,098,462	\$4,579,711	\$12,315,549	\$13,039,877
Finance	\$7,908,943	\$9,018,771	\$8,314,325	\$8,698,035
City Attorney's Office	\$4,920,846	\$6,237,836	\$5,612,505	\$5,908,692
Mayor & City Council	\$3,349,304	\$3,591,655	\$3,356,567	\$3,455,290
Human Resources	\$2,833,669	\$3,038,946	\$2,935,310	\$2,981,829
Sustainability & Resilience	\$167,350	\$853,440	\$305,513	\$306,383
<b>TOTAL</b>	<b>\$217,832,186</b>	<b>\$189,923,671</b>	<b>\$210,266,081</b>	<b>\$221,147,631</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.

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 came close to achieving the target level. 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, FY2022 and FY2023 resulted in replenished reserves.

The FY2024 reserves fell short of meeting the overall 25% target. General Fund reserves are 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.

# Measure I - Essential Local Services Measure

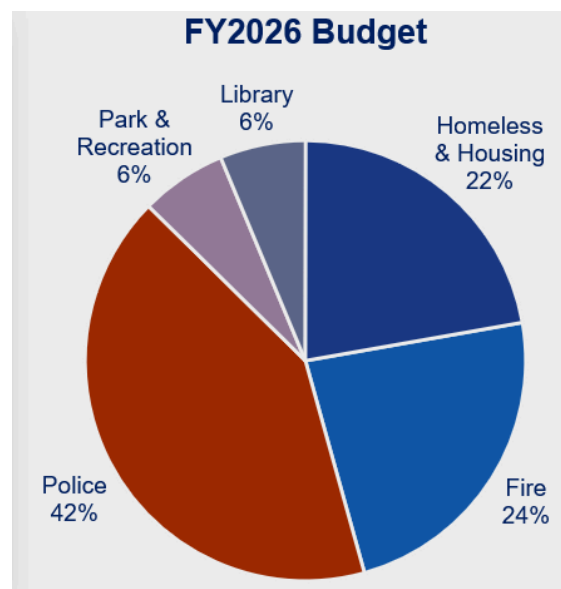
## Measure I Overview

On June 11, 2024, the City Council voted unanimously to place the Santa Barbara Essential Local Services Measure, a 0.50% transactions and use (i.e. sales) tax measure on the November 5, 2024 ballot. The sales tax measure (Measure I) was approved by the required majority of the voters voting on November 5, 2024. Measure I will add this additional tax to applicable purchases in the City (raising the City's sales tax rate from 8.75% to 9.25% effective April 1, 2025) and includes accountability provisions, including public disclosure of all spending, and annual independent financial audits. The tax increase would be collected in the same manner as the existing City sales and use tax and would be subject to all the same exemptions, such as services, rent, groceries, prescription medicine, utilities, diapers, and feminine hygiene products.

The new 9.25% sales tax rate is projected to generate an additional estimated \$15 Million annually to support the City's General Fund, which pays for services, including public safety, maintenance, libraries, affordable housing, and more. The Santa Barbara Essential Services Measure was placed on the ballot after a series of more than 20 community meetings. A community survey found that a majority of respondents rates the following areas as high priority: maintaining 911 emergency fire, paramedic, and police response; improving housing affordability; preventing thefts and property crime; addressing homelessness; and keeping public areas safe and clean.

The ballot question indicates that revenues generated from this measure can be expended to maintaining 911 emergency/fire/paramedic/police response; keeping neighborhood fire stations open; improving housing affordability; addressing homelessness; keeping public areas/parks safe, clean; maintaining library services; stormwater protection; improving natural disaster preparedness; retaining local businesses/jobs; and for general government use.

The table below summarizes the City Administrator's recommended plan for spending Measure I revenues in FY2026 and FY2027:



<b>Measure I Revenues</b>	<b>FY2026 Revenue</b>	<b>FY2027 Revenue</b>
Estimated revenues expected per fiscal year.	<b>\$ 15,100,000</b>	<b>\$ 15,477,500</b>
<b>Essential Services Allocation Distribution Plan</b>	<b>FY2026 Allocation</b>	<b>FY2027 Allocation</b>
Fire Department Staff (19 positions)	\$3,542,319	\$3,466,185
Police Department Staff (34 positions)	6,298,046	6,209,376
Parks & Recreation Staff (8 positions)	955,120	955,120
Library Staff (5 positions), security and collections	952, 785	952,785
Existing homelessness services	351, 730	894,034
Housing & Homeless services	1,500,000	1,500,000
Local Housing Trust Fund	1,500,000	1,500,000
<b>Total Allocation</b>	<b>\$15,100,000</b>	<b>\$15,477,500</b>



# City Council Priority Setting & Strategic Planning

## City Council Priority Setting And Strategic Planning 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.

Staff has begun initial steps to produce the City's first, comprehensive strategic plan. A strategic plan is a vital tool for local jurisdictions to ensure that the vision and priorities set by the City Council are clearly conveyed to employees and the community, and that City strategies and projects are developed to meet Council priorities, and that overall city government is accountable to meeting community needs. The process to develop the plan will include extensive public outreach and review. In future years, the financial planning and budgeting processes will be produced in line with the strategic plan.

The schedule below outlines the priority process calendar that will formalize the priorities during upcoming financial planning processes after the citywide strategic planning processes has been completed.

Month/Year	Priority Process Calendar – Aligned with budget cycle
July	City Administrator guidance on upcoming planning process
July – Sept	Communication plan, town halls, surveys, information gathering; Year end report on priorities
October	City Council special meeting on priorities
December 2024	Priorities published (website, Council meeting, etc.). Staff develops base budget, identifies workload on Council priorities
Jan-Feb	Staff budget development, including addressing Council priorities; Midyear status update on priorities
March	Council budget workshop

April	City Administrator's recommended financial plan, budget released with programmatic budget for each priority
May	City Council budget hearings
June	City Council deliberations and budget adoption
July	Repeat schedule

# Directory of City Officials



**RANDY ROWSE**  
Mayor

**WENDY SANTAMARIA**



**Councilmember District 1**

**MIKE JORDAN**



**Councilmember District 2**

**OSCAR GUTIERREZ**



**Councilmember District 3**

**KRISTEN SNEDDON**



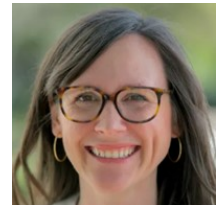
**Councilmember District 4**

**ERIC FRIEDMAN**



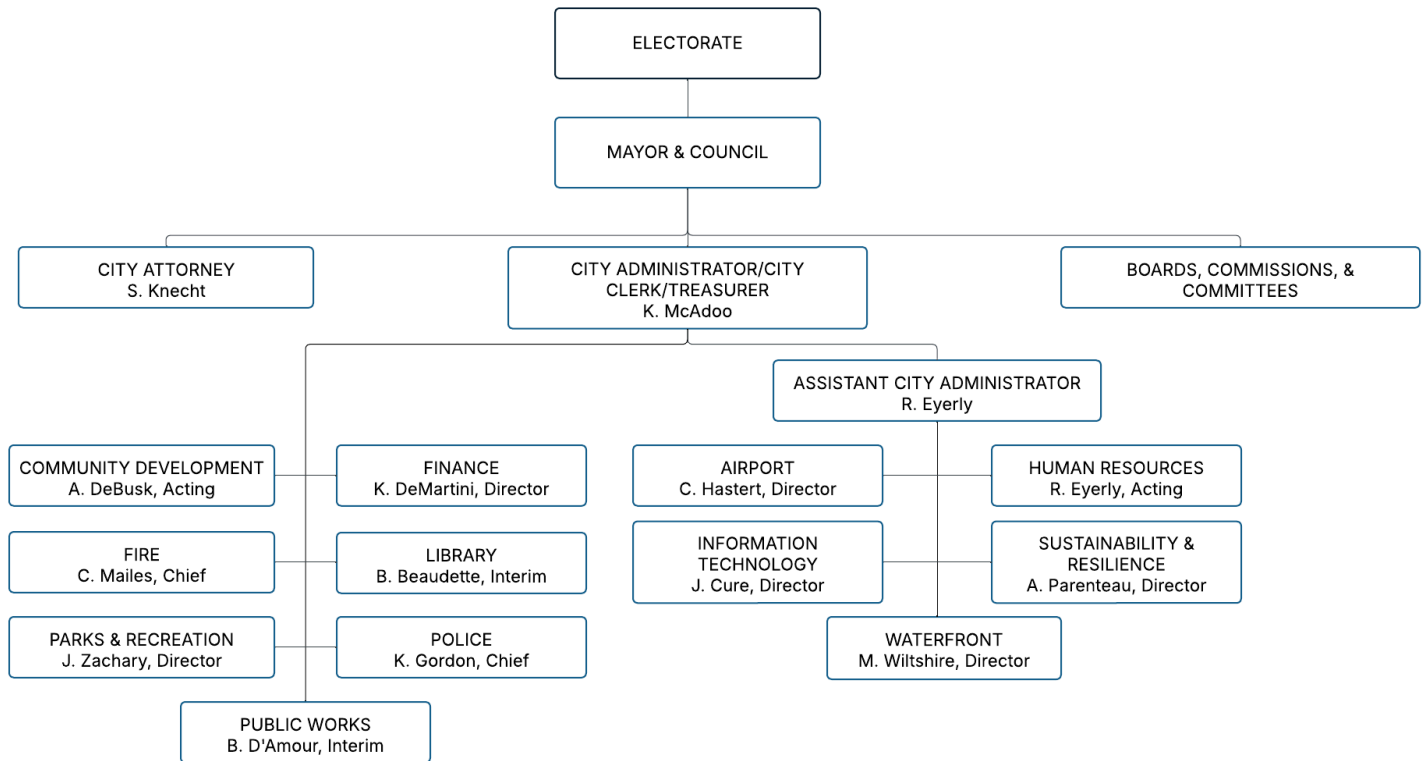
**Councilmember District 5 and  
Mayor Pro Tempore**

**MEAGAN HARMON**



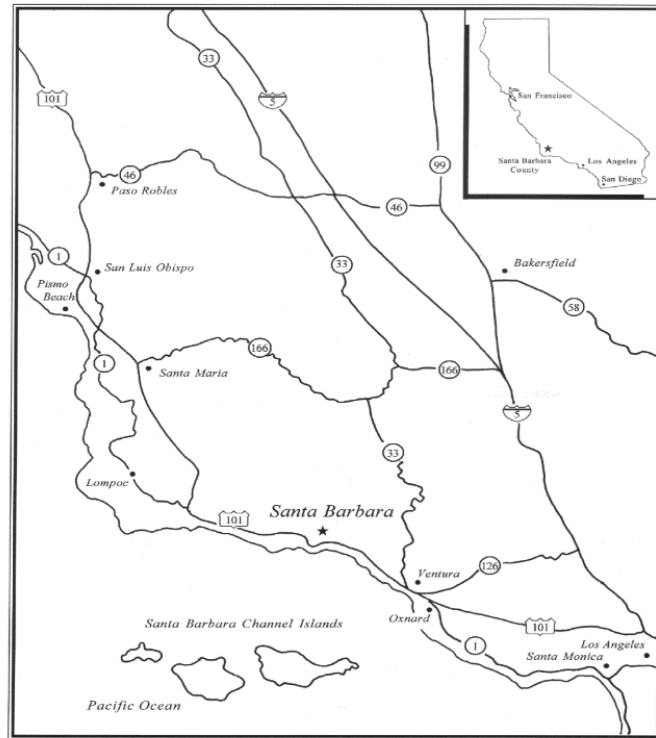
**Councilmember District 6**

# 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. FY2025 expenditure projections include carryforward appropriation from FY2024 that was not spent entirely in FY2024. Revenues and expenditures include interfund transfers.

## Citywide Revenue by Fund

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Enterprise Funds</b>	\$320,352,764	\$330,220,745	\$336,223,707	\$352,379,232
<b>General Fund</b>	\$210,099,645	\$188,219,713	\$210,229,394	\$216,801,091
<b>Internal Services Funds</b>	\$54,078,939	\$54,233,292	\$63,176,157	\$68,047,368
<b>Special Revenue Funds</b>	\$62,572,333	\$94,285,846	\$39,278,628	\$40,539,129
<b>Measure C - Capital</b>	\$34,000,377	\$31,600,000	\$34,235,000	\$35,090,875
<b>General Fund-Capital</b>	\$4,976,366	\$2,834,007	\$730,321	\$780,958
<b>Private Purpose Trust Funds</b>	\$699,937	\$138,500	\$0	\$0
<b>Fiduciary Funds</b>	\$53,175	\$24,564	\$0	\$0
<b>Agency Funds</b>	\$1,367	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$686,834,903</b>	<b>\$701,556,667</b>	<b>\$683,873,207</b>	<b>\$713,638,652</b>

## Citywide Expense by Fund

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Enterprise Funds</b>	\$283,483,994	\$416,516,673	\$351,900,842	\$354,361,514
<b>General Fund</b>	\$217,832,186	\$189,923,671	\$210,266,081	\$221,147,631
<b>Special Revenue Funds</b>	\$59,172,416	\$120,507,012	\$38,060,195	\$41,862,562
<b>Internal Services Funds</b>	\$47,085,960	\$54,770,035	\$56,789,208	\$59,881,964
<b>Measure C - Capital</b>	\$34,095,426	\$80,419,911	\$35,119,802	\$34,501,052
<b>General Fund-Capital</b>	\$4,039,796	\$7,358,241	\$575,026	\$607,553
<b>Private Purpose Trust Funds</b>	\$199,552	\$0	\$0	\$0
<b>Fiduciary Funds</b>	\$94,537	\$37,421	\$0	\$0
<b>Agency Funds</b>	\$59,682	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$646,063,549</b>	<b>\$869,532,964</b>	<b>\$692,711,154</b>	<b>\$712,362,276</b>

# Summary of Revenues by Fund

## Citywide Revenue

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Enterprise Funds</b>	\$320,352,764	\$330,220,745	\$336,223,707	\$352,379,232
General Fund	\$210,099,645	\$188,219,713	\$210,229,394	\$216,801,091
Internal Services Funds	\$54,078,939	\$54,233,292	\$63,176,157	\$68,047,368
Special Revenue Funds	\$62,572,333	\$94,285,846	\$39,278,628	\$40,539,129
Measure C - Capital	\$34,000,377	\$31,600,000	\$34,235,000	\$35,090,875
General Fund-Capital	\$4,976,366	\$2,834,007	\$730,321	\$780,958
Private Purpose Trust Funds	\$699,937	\$138,500	\$0	\$0
Fiduciary Funds	\$53,175	\$24,564	\$0	\$0
Agency Funds	\$1,367	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$686,834,903</b>	<b>\$701,556,667</b>	<b>\$683,873,207</b>	<b>\$713,638,652</b>

## Enterprise Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Water Fund</b>	\$103,094,532	\$106,196,049	\$113,878,446	\$123,327,007
SB Clean Energy	\$54,441,921	\$51,010,000	\$47,843,217	\$48,168,163
Airport Operating Fund	\$40,737,433	\$50,626,184	\$44,426,902	\$42,488,412
Solid Waste Fund	\$38,685,897	\$41,431,661	\$42,990,702	\$45,217,422
Wastewater Fund	\$36,100,703	\$36,696,897	\$41,844,915	\$45,373,006
Waterfront Fund	\$24,388,368	\$22,831,225	\$23,393,855	\$23,807,623
Downtown Parking Fund	\$11,534,736	\$12,212,188	\$10,879,915	\$12,213,832
Golf Course Fund	\$5,086,211	\$5,347,502	\$6,937,832	\$7,555,883
Airport PFC Fund	\$2,805,669	\$2,834,170	\$2,996,054	\$3,196,015
Airport CFC Fund	\$1,008,089	\$1,034,869	\$1,031,869	\$1,031,869
Air 19 DS	\$2,469,205	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$320,352,764</b>	<b>\$330,220,745</b>	<b>\$336,223,707</b>	<b>\$352,379,232</b>

## General Fund

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>General Fund</b>	\$210,099,645	\$188,219,713	\$208,729,394	\$215,301,091
Flexible Housing Fund	\$0	\$0	\$1,500,000	\$1,500,000
<b>TOTAL</b>	<b>\$210,099,645</b>	<b>\$188,219,713</b>	<b>\$210,229,394</b>	<b>\$216,801,091</b>

## Special Revenue Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Streets Fund</b>	\$28,892,228	\$62,945,469	\$16,747,626	\$16,977,596
Creek Restor/Water Quality Imp	\$6,362,681	\$6,797,744	\$6,772,647	\$6,945,947
Transportation Sales Tax Fund	\$7,249,399	\$5,493,011	\$5,669,616	\$5,271,569



	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Miscellaneous Grants Fund	\$4,646,659	\$9,290,290	\$45,889	\$45,889
Local Housing Trust Fund	\$3,470,113	\$450,000	\$3,720,000	\$3,723,000
Creek Restor/Wtr Qual-Capital	\$2,700,000	\$2,650,000	\$2,200,000	\$3,450,000
Comm. Development Block Grant	\$1,452,074	\$1,511,673	\$1,147,812	\$1,146,418
Federal Home Loan Program Fund	\$2,169,942	\$1,503,371	\$615,357	\$615,357
City Affordable Housing	\$1,688,969	\$990,000	\$154,000	\$154,000
County Library	\$506,283	\$494,671	\$498,834	\$501,611
PLHA	\$704,307	\$397,796	\$300,000	\$300,000
Wildland Fire Suppress Assesmt	\$315,887	\$299,442	\$299,442	\$299,442
Street Sweeping Fund	\$287,782	\$305,746	\$305,746	\$305,746
Traffic Safety Fund	\$233,145	\$245,000	\$245,000	\$245,000
Police-Suppl Law Enf (SLESF)	\$245,883	\$218,104	\$218,104	\$218,104
Disaster Recovery Initiative	\$359,219	\$368,547	\$0	\$0
Police Asset Forf and Grants	\$159,057	\$147,000	\$147,000	\$147,000
FEMA Reimbursement Funds	\$429,900	\$0	\$0	\$0
Transportation Development Fd.	\$107,998	\$89,000	\$101,703	\$101,703
Disaster Fund	\$369,791	\$0	\$0	\$0
Computer Aided Dispatch Records Management System Fund	\$88,138	\$88,982	\$89,851	\$90,747
Utility Undergrounding Fund	\$132,880	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$62,572,333</b>	<b>\$94,285,846</b>	<b>\$39,278,628</b>	<b>\$40,539,129</b>

#### Internal Services Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Self Insurance Trust Fund	\$18,291,926	\$20,297,138	\$25,414,322	\$29,659,918
Fleet Management Fund	\$11,023,753	\$10,398,851	\$11,692,260	\$11,724,573
Information Technology Fund	\$7,375,342	\$10,393,845	\$11,916,936	\$12,022,304
Facilities Management Fund	\$8,435,148	\$7,323,032	\$8,285,099	\$8,585,762
Post-Employment Benefits Fund	\$5,772,302	\$3,552,618	\$3,578,755	\$3,699,393
Energy Management	\$3,045,618	\$2,232,958	\$2,288,786	\$2,355,418
Police Equipment Replacmt Fund	\$100,000	\$0	\$0	\$0
Fire Equipment Replacement Fund	\$34,850	\$34,850	\$0	\$0
<b>TOTAL</b>	<b>\$54,078,939</b>	<b>\$54,233,292</b>	<b>\$63,176,157</b>	<b>\$68,047,368</b>

#### General Fund - Capital

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Outlay Fund	\$4,976,366	\$2,834,007	\$730,321	\$780,958
<b>TOTAL</b>	<b>\$4,976,366</b>	<b>\$2,834,007</b>	<b>\$730,321</b>	<b>\$780,958</b>

#### Fiduciary Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revolving Rehab Loan Fund	\$50,691	\$24,564	\$0	\$0
Canine Unit Trust	\$2,484	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$53,175</b>	<b>\$24,564</b>	<b>\$0</b>	<b>\$0</b>

# Summary of Expenditures by Fund

## Citywide Expense by Fund

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Enterprise Funds</b>	\$283,483,994	\$416,516,673	\$351,900,842	\$354,361,514
General Fund	\$217,832,186	\$189,923,671	\$210,266,081	\$221,147,631
Special Revenue Funds	\$59,172,416	\$120,507,012	\$38,060,195	\$41,862,562
Internal Services Funds	\$47,085,960	\$54,770,035	\$56,789,208	\$59,881,964
Measure C - Capital	\$34,095,426	\$80,419,911	\$35,119,802	\$34,501,052
General Fund-Capital	\$4,039,796	\$7,358,241	\$575,026	\$607,553
Private Purpose Trust Funds	\$199,552	\$0	\$0	\$0
Fiduciary Funds	\$94,537	\$37,421	\$0	\$0
Agency Funds	\$59,682	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$646,063,549</b>	<b>\$869,532,964</b>	<b>\$692,711,154</b>	<b>\$712,362,276</b>

## Enterprise Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Water Fund</b>	\$94,917,429	\$129,113,002	\$116,453,012	\$120,040,806
Wastewater Fund	\$32,383,465	\$81,595,435	\$44,527,694	\$47,015,110
Airport Operating Fund	\$45,478,190	\$60,442,002	\$50,447,591	\$44,182,485
SB Clean Energy	\$33,478,894	\$55,734,141	\$50,573,418	\$47,292,803
Solid Waste Fund	\$37,776,224	\$40,204,535	\$42,373,211	\$44,677,591
Waterfront Fund	\$20,179,495	\$25,110,514	\$25,177,468	\$25,620,353
Downtown Parking Fund	\$12,509,748	\$15,038,590	\$10,935,320	\$12,918,806
Golf Course Fund	\$3,767,323	\$5,411,570	\$7,411,937	\$8,412,410
Airport PFC Fund	\$910,000	\$2,834,170	\$2,996,054	\$3,196,015
Airport CFC Fund	\$1,004,547	\$1,032,714	\$1,005,136	\$1,005,136
Air 19 DS	\$1,078,679	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$283,483,994</b>	<b>\$416,516,673</b>	<b>\$351,900,842</b>	<b>\$354,361,514</b>

## General Fund

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>General Fund</b>	\$217,832,186	\$189,923,671	\$210,266,081	\$221,147,631
<b>TOTAL</b>	<b>\$217,832,186</b>	<b>\$189,923,671</b>	<b>\$210,266,081</b>	<b>\$221,147,631</b>

## Special Revenue Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Streets Fund</b>	\$26,066,484	\$65,180,394	\$16,876,655	\$17,476,710
Transportation Sales Tax Fund	\$6,809,046	\$11,966,403	\$5,977,903	\$5,974,623
Creek Restor/Water Quality Imp	\$5,868,783	\$7,032,733	\$7,136,975	\$8,547,501
City Affordable Housing	\$7,495,196	\$6,406,482	\$1,499,378	\$1,550,374

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Creek Restor/Wtr Qual-Capital	\$1,489,104	\$9,180,801	\$2,200,000	\$3,450,000
Miscellaneous Grants Fund	\$4,052,782	\$11,057,742	\$50,549	\$50,868
Comm. Development Block Grant	\$1,829,689	\$2,148,239	\$1,146,418	\$1,146,418
Federal Home Loan Program Fund	\$1,826,927	\$2,070,425	\$748,887	\$1,291,191
Disaster Recovery Initiative	\$561,979	\$2,800,147	\$0	\$0
County Library	\$496,705	\$537,473	\$487,876	\$501,775
PLHA	\$505,108	\$378,256	\$300,000	\$300,000
Wildland Fire Suppress Assesmt	\$316,717	\$323,533	\$435,766	\$343,891
Street Sweeping Fund	\$385,853	\$303,169	\$305,746	\$305,746
Police-Suppl Law Enf (SLESF)	\$245,053	\$249,909	\$248,968	\$268,844
Traffic Safety Fund	\$212,584	\$245,000	\$245,000	\$245,000
Police Asset Forf and Grants	\$239,920	\$207,137	\$208,519	\$217,172
Transportation Development Fd.	\$199,876	\$232,161	\$101,703	\$101,703
Computer Aided Dispatch Records Management System Fund	\$244,671	\$125,983	\$89,851	\$90,747
Disaster Fund	\$256,301	\$61,025	\$0	\$0
Utility Undergrounding Fund	\$69,638	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$59,172,416</b>	<b>\$120,507,012</b>	<b>\$38,060,195</b>	<b>\$41,862,562</b>

#### Internal Services Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Self Insurance Trust Fund	\$17,072,814	\$23,068,371	\$24,784,085	\$27,366,528
Information Technology Fund	\$7,430,366	\$12,024,032	\$11,598,423	\$11,652,022
Fleet Management Fund	\$7,338,064	\$8,966,563	\$9,248,637	\$9,296,298
Facilities Management Fund	\$8,510,693	\$8,195,713	\$7,844,685	\$8,190,968
Energy Management	\$3,006,764	\$2,277,340	\$2,313,378	\$2,376,148
Post-Employment Benefits Fund	\$3,653,225	\$0	\$1,000,000	\$1,000,000
Fire Equipment Replacement Fund	\$0	\$231,150	\$0	\$0
Police Equipment Replacmt Fund	\$70,245	\$0	\$0	\$0
Llibrary Equipment Fund	\$3,790	\$6,866	\$0	\$0
<b>TOTAL</b>	<b>\$47,085,960</b>	<b>\$54,770,035</b>	<b>\$56,789,208</b>	<b>\$59,881,964</b>

#### Measure C - Capital

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Measure C	\$34,095,426	\$80,419,911	\$35,119,802	\$34,501,052
<b>TOTAL</b>	<b>\$34,095,426</b>	<b>\$80,419,911</b>	<b>\$35,119,802</b>	<b>\$34,501,052</b>

#### General Fund - Capital

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$217,832,186	\$189,923,671	\$210,266,081	\$221,147,631
<b>TOTAL</b>	<b>\$217,832,186</b>	<b>\$189,923,671</b>	<b>\$210,266,081</b>	<b>\$221,147,631</b>

#### Fiduciary Funds

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revolving Rehab Loan Fund	\$78,845	\$37,421	\$0	\$0
Canine Unit Trust	\$15,692	\$0	\$0	\$0

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$94,537	\$37,421	\$0	\$0

# Authorized Positions

## Authorized Positions By Department

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Information Technology	31	35	33	33
Waterfront Department	47	46	46	46
Human Resources Department	11	11	11	11
Airport Department	73	73	82	82
Public Works Department	303.2	311	286.8	286.8
Community Development Department	81	83.5	72	72
Parks & Recreation Department	82	82	84	84
Mayor & Council	8	8	7	7
Police Department	210	210	211	211
Library Department	48	48.6	45.6	45.6
City Administrator's Office	14	14	52.9	52.9
Finance Department	39.5	40	40.5	40.5
Fire Department	105	105	105	105
City Attorney's Office	15	15	15.5	15.5
Sustainability and Resilience Department	30	30	35.5	35.5
<b>FTE COUNT</b>	<b>1,097.7</b>	<b>1,112.1</b>	<b>1,127.8</b>	<b>1,127.8</b>

# Authorized Positions

## Authorized Positions By Fund

### General Fund Breakout

Department Name	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Human Resources Department	11	11	11	11
Public Works Department	57.75	59.75	62.75	62.75
Community Development Department	74.2	76.2	71.75	71.75
Parks & Recreation Department	81.5	81.5	83.5	83.5
Mayor & Council	8	8	7	7
Police Department	207.78	207.78	208.98	208.98
Library Department	43.7	42.1	44.7	44.7
City Administrator's Office	14	14	28.65	28.65
Finance Department	35.32	35.82	35.32	35.32
Fire Department	104	104	104	104
Non-Departmental	0	0	0.393	0.393
City Attorney's Office	15	15	15.5	15.5
<b>FTE COUNT</b>	<b>652.25</b>	<b>655.15</b>	<b>673.543</b>	<b>673.543</b>

### Fund Breakout

Fund Name	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Solid Waste Fund	11.9	10.79	14.5	14.5
Comm.Development Block Grant	0.8	0.8	1.3	1.3
Facilities Management Fund	30.8	29.9	28.9	28.9
Fleet Maintenance Fund	11.75	12.35	12.35	12.35
Fleet Replacement Fund	1.3	1.35	1.35	1.35
Information Technology Fund	31	32	33	33
County Library	1.3	0.9	0.9	0.9
Self Insurance Trust Fund	4.18	4.18	5.18	5.18
Wastewater Operating Fund	52.9	52.9	54.9	54.9
Wildland Fire Suppress Assesmt	1	1	1	1
Golf Course Fund	0.5	0.5	0.5	0.5
Police-Suppl Law Enf (SLESF)	1	1	1	1
City Affordable Housing	4.3	4.8	4	4
Water Operating Fund	76.85	77.85	79	79
Creek Restor/Water Quality Imp	9.75	10.29	12.5	12.5
SB Clean Energy	3.6	8.42	8	8
Police Asset Forf and Grants	1.22	1.22	1.02	1.02
Waterfront Operating Fund	47	46	46	46
Street Sweeping Fund	0.3	0.3	0	0
Federal Home Loan Program Fund	0.32	0.32	0.18	0.18
Streets Fund	35.85	29.05	28	28
Perm Local Housing Alloc Fund	1.2	1.2	0.07	0.07
Downtown Parking Fund	24.5	25	18.95	18.95
Rev Rehab	0.18	0.18	0	0

Fund Name	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Airport Operating Fund	73	73	82	82
Misc. Grants - Library	3	3	0	0
General Fund	652.25	655.15	673.543	673.543
Energy and Climate Management	4.75	0.5	0.5	0.5
Measure A	11.2	20.55	18.55	18.55
<b>FTE COUNT</b>	<b>1,097.7</b>	<b>1,104.5</b>	<b>1,127.193</b>	<b>1,127.193</b>

# General Fund & Measure C Capital Budget (by Department) for Fiscal Year 2026 & 2027

		FY2026 Adopted Budget		FY2027 Adopted Budget	
Department	Project Description	General Fund	Measure C	General Fund	Measure C
<b>Information Technology</b>					
	Radio Infrastructure		\$1,000,000		\$1,000,000
	CIS Payment Plan (Finance)	\$20,000			
	GASB 87 & 96 Software (Finance)	\$40,000			
		\$60,000	\$1,000,000		\$1,000,000
<b>Fire</b>					
	Fire Department Portable Radio Replacement		\$800,000		\$800,000
	Emergency Response Equipment Replacement		\$370,000		\$370,000
	Minor Renewal - Fire Station 6		\$200,000		
	Regional Dispatch		\$800,000		\$800,000
	Self-Contained Breathing Apparatus (SCBA) Replacement		\$750,000		\$750,000
			\$2,920,000		\$2,720,000
<b>Library</b>					
	Eastside Library Construction - Garage		\$200,000		\$400,000
	Central Library Fire Protection		\$250,000		
	Library Equipment Replacement		\$56,252		\$58,502



			\$506,252		\$458,502
<b>Parks &amp; Recreation</b>					
	Carrillo Gym Renovation		\$300,000		\$100,000
	Dwight Murphy Field Renovation		\$604,623		\$604,623
	Franceschi Park Renovation		\$250,000		
	Los Banos Pool Repair & Expansion		\$500,000		\$1,500,000
	Minor Renewal - Casa Las Palmas				\$100,000
	Ortega Park Revitalization Project		\$350,000		
	Park Field Renewal & Irrigation System Renovation		\$250,000		
	Park Infrastructure Safety Program		\$50,000		\$50,000
	Park Restroom Renovation Program		\$150,000		\$150,000
	Parks & Recreation Equipment Replacement		\$250,000		\$250,000
	Parks & Recreation Master Plan		\$500,000		\$250,000
	Playground Replacement Program				\$200,000
	Plaza Vera Cruz Renovation		\$150,000		\$150,000
	Trails and Walkways		\$50,000		\$50,000
	Urban Forest Management Plan Implementation		\$550,000		\$300,000
	West Beach Splash Playground				\$300,000
	Westside Neighborhood Center Rehabilitation		\$150,000		
			\$4,104,623		\$4,004,623
<b>Police</b>					
	Police Equipment Replacement		\$687,000		\$687,000

	New Police Station		\$13,957,927		\$12,757,927
			\$14,644,927		\$13,444,927
<b>Public Works</b>					
	ADA - Transition Plan Implementation	\$250,000		\$250,000	
	ADA - Walkways and Building Pathways	\$100,000		\$100,000	
	Walkways and Building Pathways	\$100,000		\$100,000	
	<u>Facilities</u>				
	Facilities Renewal, HVAC Maintenance & Replacement		\$100,000		\$100,000
	New Autoshop Lifts		\$200,000		
	<u>Streets</u>				
	Bridges: Islay Street Bridge Replacement at Mission Creek		\$150,000		
	Bridges: Upper De La Vina Street Bridge Replacement		\$50,000		
	Corridor Improv: Cliff Drive Urban HWY to Complete Street Project		\$2,460,000		\$2,460,000
	Corridor Improv: Mission Canyon		\$50,000		
	Corridor Improv: Milpas St Crosswalk Safety & Sidewalk Widening		\$750,000		\$750,000
	Corridor Improv: De La Guerra Plaza Revitalization Project				\$250,000
	Corridor Improv: Westside & Lower West Active Transportation Plan		\$1,029,000		\$1,029,000
	Maintenance: Pavement Maintenance (Annual)		\$6,000,000		\$7,000,000
	Maintenance: Sidewalks (Annual)		\$100,000		\$100,000
	Pedestrian Enhancement: Crosswalk Improvements		\$41,000		\$234,000

	Pedestrian Enhancement: On-Street Disabled Parking Spaces		\$50,000		\$50,000
	Streetlights: Citywide Street Light Improvements Maint. & Repair		\$100,000		\$100,000
	Traffic Signal Maintenance: Traffic Signal Maintenance Program				\$150,000
		\$450,000	\$11,080,000	\$450,000	\$12,223,000
<b>Sustainability &amp; Resilience</b>					
	Electric Vehicle Infrastructure (Charger stations, zero emission policy)		\$150,000		\$150,000
			\$150,000		\$150,000
<b>City Administrator</b>					
	Homelessness Response		\$214,000		
	State Street Master Plan		\$500,000		\$500,000
			\$714,000		\$500,000
00000	<b>Total</b>	<b>\$510,000</b>	<b>\$35,119,802</b>	<b>\$450,000</b>	<b>\$34,501,052</b>

# Enterprise & Other Funds Capital Budget (by Department) for Fiscal Year 2026 & 2027

		FY 2026 Adopted	FY 2027 Adopted
Department	Project Description		
Public Works			
	<u>Streets Capital Fund</u>		
	Overlays	\$2,293,305	\$2,293,305
	<u>Water Capital Fund</u>		
	Cater Treatment Plant Equipment	\$405,000	\$426,000
	Water Meter Replacement Program	\$178,000	\$116,000
	Main Replacement	\$17,350,500	\$16,850,000
	Recycled Water/City Facilities	\$116,000	\$122,500
	Recycles Water Plant	\$116,000	\$122,500
	Ground Water Development	\$235,000	\$595,000
	Sea-Level Rise Adaptation Prog	\$52,500	\$55,000
	Desalination Facility	\$1,000,000	\$1,000,000
	Pump Station Rehab	\$120,000	\$125,000
	Dist Reservoir Maint Prog	\$1,050,000	\$2,400,000
	Vic Trace Reservoir Maintenance	\$6,000,000	\$6,086,061
	<u>Measure A Capital Fund</u>		
	Traffic Safety/Capacity Improvements	\$50,000	\$50,000
	Bridge Preventative Maintenance Project	\$50,000	\$50,000
	Post Bridge Construction Monit	\$50,000	\$50,000
	Sidewalk Repairs	\$50,000	\$50,000
	Sidewalk Access Ramps	\$50,000	\$50,000

	Streets Engineering	\$101,867	\$101,867
	<u>Downtown Parking Fund</u>		
	Parking Garage Structural Assessment	\$315,000	
	Revenue Control System	\$100,000	\$100,000
	Parking Lot Maintenance	\$225,000	\$250,000
	Parking Garages Floor & Deck		\$300,000
	Paseo Enhancement & Replacement	\$325,000	
	Fire Alarms Lot 7 & Lot 9		\$130,000
	Trash Enclosure Repair		\$125,000
	Pavement Surface & Paseo Main		\$775,000
	<u>Wastewater Capital Fund</u>		
	El Estero Equipment Rehab	\$200,000	\$500,000
	Sanitary Sewer Overflow Compliance	\$1,800,000	\$2,426,350
	WW Lift Station Rehabilitation	\$4,750,000	\$150,000
	Sea-Level Rise Adaptation Prog	\$52,500	\$55,000
	Sanitary Sewer Cap Improv Prog	\$550,000	\$4,000,000
<b>Airport</b>			
	495 Fairview Hangar Projects	\$200,000	\$200,000
	6150 Francis Botello Road Remodel	\$250,000	\$250,000
	Airline Terminal Heating & Air System Replacement	\$100,000	\$100,000
	Admin Office Relocation		\$1,707,020
	AOA Pavement Maintenance	\$200,000	\$200,000
	Airport Utility Infrastructure Program	\$250,000	\$250,000
	Carneros Creek Maintenance Project	\$750,000	
	General Western Aero Hangars Restoration		\$500,000
	Stormwater Improvements	\$250,000	\$250,000
	Leased Building Maintenance	\$150,000	\$150,000
	South Airfield Phase 2 Parking	\$5,800,000	

	Taxiway B Extension	\$384,428	\$1,208,222
	IT Integration Projects	\$80,000	
	Passenger Boarding Bridge Renovation	\$75,000	\$75,000
<b>Parks &amp; Recreation</b>			
	<u>Golf Fund</u>		
	Power Turf Equipment	\$200,000	\$100,000
	Golf Course & Player Course Improvement Plan	\$515,000	\$475,000
	Golf Infrastructure Renewal	\$955,000	\$1,165,000
	Irrigation Renewal		\$350,000
<b>Sustainability &amp; Resilience</b>			
	<u>Creek Restoration/Water Quality Capital</u>		
	San Roque Creek Restoration	\$1,000,000	
	Hale Park Creek Restoration	\$100,000	\$500,000
	Rattlesnake Creek Restoration		\$1,250,000
	Upper Mission Creek Restoration	\$250,000	
	Mid - Arroyo Burro Creek Restoration	\$100,000	\$1,500,000
	Low Impact Development Dem.	\$150,000	\$150,000
	Bacterial Reduction Program	\$50,000	\$50,000
	Sycamore Creek Watershed Restoration	\$550,000	
<b>Information Technology</b>			
	Network Infrastructure	\$200,000	\$250,000
	Telephone - Replace Citywide Telephone Switch Infrastructure	\$220,000	
	Business Application Bridge Fund	\$60,000	\$60,000
	Enterprise Applications Business Continuity Cloud Migration	\$60,000	\$60,000
	Information Technology Office Remodel		\$100,000

	Citywide GIS Database Redesign	\$142,000	
	Desktop Replacement		\$250,000
	IT Strategic Plan	\$120,000	
	Website Content Management System	\$130,000	
<b>Waterfront</b>			
	Commercial Area Improvements	\$550,000	
	Marina Annual Maintenance Program	\$250,000	\$250,000
	Stearns Wharf Annual Maintenance Program	\$600,000	\$650,000
	Waterfront Roof Replacement Program	\$75,000	\$150,000
	ADA Improvements and Upgrades		\$50,000
	Mooring Program Expansion	\$180,000	
	Waterfront ADA Restroom Upgrades	\$100,000	\$150,000
	Waterfront Utility Infrastructure Improvements		\$100,000
	Waterfront Fire Alarm Systems	\$50,000	
	Marina Dock Replacement	\$250,000	
	Harbor Patrol Boat Hull Rehab	\$90,000	\$80,000
	Repower/Replace Harbor Patrol Vessels		\$120,000
	Stearns Wharf Utility Infrastructure		\$200,000
	Parking Self Pay System	\$100,000	\$100,000
	Waterfront Parking Lot Improvements	\$150,000	\$200,000
	Stearns Wharf Promenade	\$50,000	
	<b>Total</b>	<b>\$55,379,120</b>	<b>\$49,947,805</b>

# Housing & Homelessness

The Housing and Homelessness Division is responsible for administering programs and services that promote viable communities by providing suitable living environments, decent and affordable housing, economic opportunities, and initiatives to enhance the quality of life for Santa Barbara residents.

Housing & Homelessness initiatives are currently budgeted under three larger program areas:

## Housing & Human Services (Affordable Housing & Homelessness)

### Rental Housing Mediation

### Community Grants

## Affordable Housing

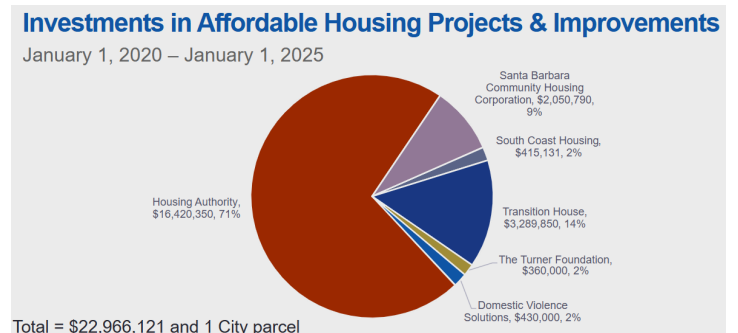
Over the past five years, the City has funded 23 Affordable Housing Projects, totaling nearly \$23 million and one parcel of land.

There are currently 400 affordable ownership units in the City's Affordable Housing Program. This program serves low, moderate, middle, and upper-middle income households that meet certain criteria. Please refer to the Affordable Housing Program Eligibility Requirements for more details.

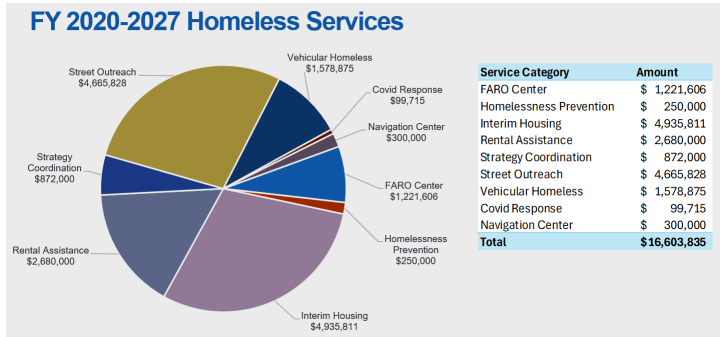
The City has helped to preserve, acquire and develop approximately 10% of the City's housing stock as affordable housing. Program staff evaluate proposals from local housing providers requesting financial assistance and / or other development incentives from the City for construction of new rental or ownership housing or to preserve existing rental housing. Housing developed or preserved in partnership with the City remains affordable for 90 years pursuant to an agreement recorded against the title.

### City Affordable Housing Website

### Budget Information (Housing & Human Services Programs)







# Homelessness

The City of Santa Barbara has increased its investments and leveraged resources to implement new initiatives and expand strategies to address homelessness. Through strengthened coordination and collaboration, our efforts are yielding demonstrable results in supporting individuals experiencing homelessness in entering the Coordinated Entry System (CES) and Homeless Management Information System (HMIS) to facilitate the appropriate referrals including relocation and reunification, residential treatment for substance abuse disorders, as well as interim and permanent housing placements. Unfortunately, the number of people that are entering homelessness from a housed situation continues to increase across the region due to the lack of affordable housing. This is especially prevalent among seniors with restricted income and families with minor children.

As of the 2024 Point-in-Time Count, there is an estimated 987 people experiencing homelessness in the City of Santa Barbara. Though this is the first substantial increase in the homeless population in the City of Santa Barbara since 2020, there continues to be a significant demand for day-to-day basic needs and supportive services for our unhoused population. The most significant increase was among people experiencing vehicular homelessness.

You can find information on programs and other resources on the City Homeless Initiatives page.

**Homeless Initiatives**  
**Budget Information (Housing & Human Services Programs)**

## Rental Housing Mediation

The Rental Housing Mediation Program was established in 1976 out of a "Grass Roots" effort to resolve Landlord/Tenant disputes. The RHMP comprises three full-time Staff and a Board of fifteen trained community volunteers appointed by the Santa Barbara City Council and dedicated to resolving rental housing disputes by offering mediation services and information on Tenant-Landlord rights and responsibilities.

**Rental Housing Mediation Program**  
**Budget Information (Rental Housing Mediation Program)**



## Community Grants



### Local Housing Trust Fund (LHTF)

On January 23, 2024, the City Council adopted Ordinance Number 6138 to establish the City of Santa Barbara Local Housing Trust Fund as per the State of California Department of Housing and Community Development (HCD) Local Housing Trust Fund program guidelines. The purpose of this fund was to utilize and leverage locally generated dollars for the production and preservation of affordable housing units. The HCD program is competitive and if applications are awarded, the program provides dollar-for-dollar matching funds for eligible projects.

Eligible projects include construction or rehabilitation of Affordable rental housing projects, Emergency Shelters, Permanent Supportive Housing, Transitional Housing and Affordable homebuyer/homeowner projects. Program Funds may also be used to assist income-eligible first-time homebuyers to purchase homes and to rehabilitate houses owned by income-eligible occupants, as well as to construct, convert, reconstruct, rehabilitate and/or repair Accessory Dwelling Units (ADUs) or Junior Accessory Dwelling Units (JADUs).

#### **Budget Information (Local Housing Trust Fund)**

### Community Development Block Grant (CDBG)

The City's Human Services and Community Development Block Grant (CDBG) programs allocate grants to help support local non-profit organizations that provide social services to low- and moderate-income City of Santa Barbara residents. The program also provides CDBG capital funds for construction and economic development activities that benefit low- and moderate-income City neighborhoods and individuals.

For more than three decades, the City of Santa Barbara has allocated General Funds to support organizations that provide direct human services to low-income City residents. Until 1986, the Federal government provided funds for this purpose through the Federal Revenue Sharing Program. When Federal support was eliminated, the City Council continued its commitment to this endeavor with the Human Services grant program.

#### **Information on CDBG Budget Information (Community Grants)**

# Permanent Local Housing Allocation (PLHA)

The PLHA program was enacted as part of the Building Homes and Jobs Act in 2018. Its purpose is to provide an ongoing source of funding to local governments for housing and homelessness-related projects and programs that help address their unmet housing needs. The City of Santa Barbara is an entitlement local government – designated by the State to receive an annual allocation of PLHA funds. The amount of annual PLHA funding the city receives depends upon revenues generated from local real estate recording fees.

[State PLHA Website](#)

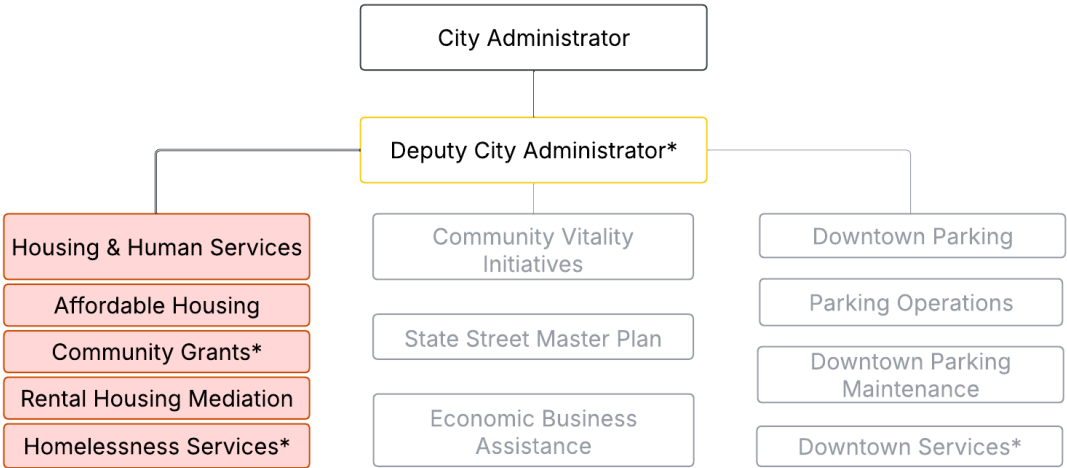
# HOME Investment Partnership Program

HOME is the largest Federal block grant to state and local governments designed exclusively to create affordable housing for low-income households. HOME funds can be used to support a wide range of activities, including building, buying, and/or rehabilitating affordable housing for rent or homeownership, or providing direct rental assistance to low-income households, often in partnership with local nonprofit groups or affordable housing developers.

[HOME Program Website](#)

In Fiscal Year 2026, Housing & Human Services Programs moved to the City Administrator's Office from the Community Development Department.

*\*denotes a new positions or program*



# 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**
- **Airport Facilities Maintenance**
- **Airport Law Enforcement**
- **Airport Certification & Operations**
- **Airport Facility Planning & Development**
- **Property, Parking, Air Services, & Marketing**

## Authorized Positions

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Airport Department	73	73	82	82

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
FTE COUNT	73	73	82	82

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$47,015,492	\$54,495,223	\$48,454,825	\$46,716,296
Expenses	\$48,368,962	\$64,308,886	\$54,448,781	\$48,383,636
REVENUES LESS EXPENSES	-\$1,353,470	-\$9,813,663	-\$5,993,956	-\$1,667,340

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Use Of Money & Prpty	\$30,280,776	\$31,994,938	\$35,120,017	\$36,925,713
Internal Charges	\$6,998,727	\$5,352,707	\$9,489,428	\$5,890,242
Intergovernmental	\$5,998,189	\$13,243,861	\$0	\$0
Fees & Service Charges	\$3,508,539	\$3,695,889	\$3,749,773	\$3,804,734
Other Revenues	\$229,262	\$207,828	\$95,607	\$95,607
TOTAL	\$47,015,492	\$54,495,223	\$48,454,825	\$46,716,296

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$13,080,481	\$21,768,968	\$8,489,428	\$4,890,242
Supplies & Services	\$9,712,006	\$11,198,570	\$12,237,513	\$12,394,287
Transfers	\$7,501,187	\$8,109,251	\$12,282,153	\$8,699,564
Salaries	\$7,051,588	\$8,114,405	\$8,755,740	\$9,413,531
Benefits	\$4,455,861	\$4,989,620	\$4,744,400	\$4,943,652
Allocated Costs	\$3,298,959	\$3,727,303	\$4,521,181	\$4,921,982
Debt Services & Other	\$1,733,969	\$2,052,226	\$2,213,360	\$2,412,571
Special Projects	\$1,480,160	\$3,928,767	\$954,200	\$457,000
Non-Capital Equipment	\$70,317	\$419,776	\$250,806	\$250,806
Other	-\$15,566	\$0	\$0	\$0
TOTAL	\$48,368,962	\$64,308,886	\$54,448,781	\$48,383,636

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Airport Operating Fund	\$40,732,529	\$50,626,184	\$44,426,902	\$42,488,412
Airport PFC Fund	\$2,805,669	\$2,834,170	\$2,996,054	\$3,196,015
Airport CFC Fund	\$1,008,089	\$1,034,869	\$1,031,869	\$1,031,869
TOTAL	\$44,546,287	\$54,495,223	\$48,454,825	\$46,716,296

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Airport Operating Fund	\$45,375,736	\$60,442,002	\$50,447,591	\$44,182,485
Airport PFC Fund	\$910,000	\$2,834,170	\$2,996,054	\$3,196,015

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Airport CFC Fund	\$1,004,547	\$1,032,714	\$1,005,136	\$1,005,136
TOTAL	\$47,290,283	\$64,308,886	\$54,448,781	\$48,383,636

## 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.

### 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.

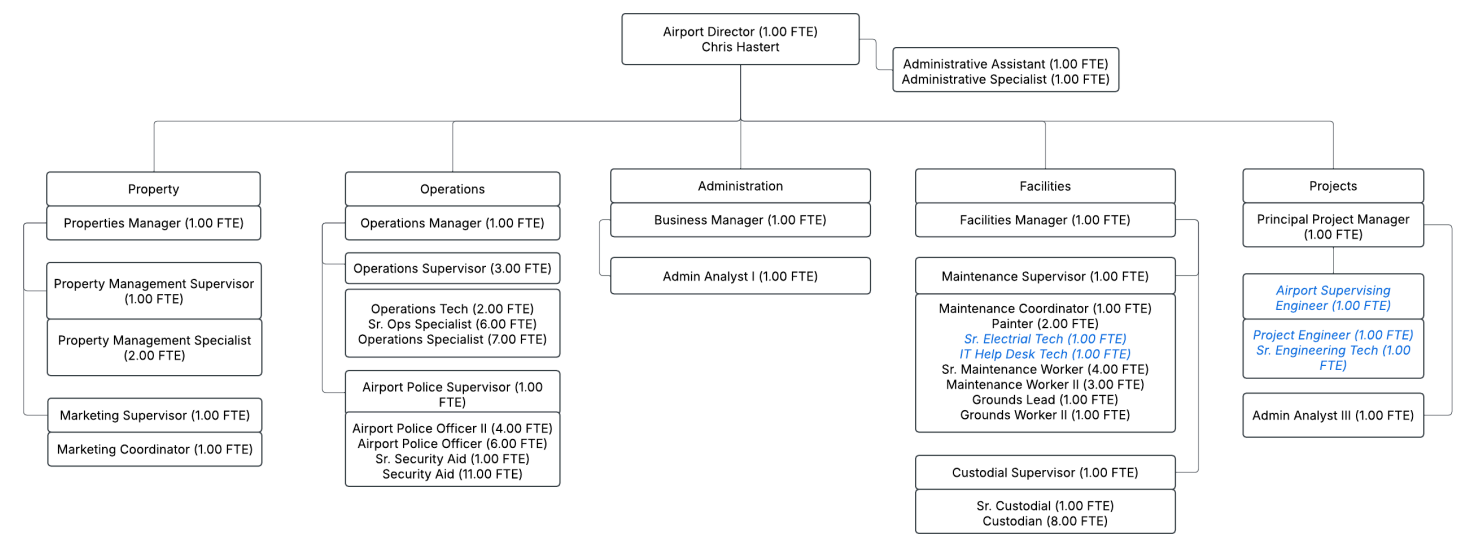
### INNOVATION

- 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.	Situational Response: Ensure zero letters of correction from FAA and TSA	Percent	0	2026, 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	2026, 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	2026, 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	2026, Baseline
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	2026, 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	2026, 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	2026, 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	2026, Baseline

Pillar	Department Goal	Performance Measure	Unit of Measure	Target	Reporting Period
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	2026, 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	2026, 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	2026, 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	2026, Baseline
				191	

Department Organizational Chart





# 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.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$6,364,456	\$3,038,732	\$3,084,608	\$3,117,750
<b>Expenses</b>	\$11,069,033	\$11,508,414	\$16,145,671	\$13,220,540
<b>REVENUES LESS EXPENSES</b>	<b>-\$4,704,577</b>	<b>-\$8,469,682</b>	<b>-\$13,061,063</b>	<b>-\$10,102,790</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$3,525,327	\$1,000,000	\$1,000,000	\$1,000,000
<b>Use Of Money &amp; Prpty</b>	\$1,400,283	\$1,010,863	\$1,056,739	\$1,089,881
<b>Fees &amp; Service Charges</b>	\$972,490	\$1,000,000	\$1,000,000	\$1,000,000
<b>Intergovernmental</b>	\$437,036	\$0	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$29,319	\$27,869	\$27,869	\$27,869
TOTAL	\$6,364,456	\$3,038,732	\$3,084,608	\$3,117,750

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Transfers	\$5,075,152	\$7,117,281	\$11,367,903	\$7,784,564
Allocated Costs	\$2,323,100	\$2,631,120	\$3,275,515	\$3,644,275
Salaries	\$676,943	\$730,514	\$570,865	\$842,786
Benefits	\$1,274,556	\$389,147	\$405,896	\$422,448
Debt Services & Other	\$1,715,121	\$135,556	\$131,556	\$131,556
Supplies & Services	\$190,694	\$502,796	\$391,936	\$392,911
Special Projects	\$2,254	\$1,000	\$1,000	\$1,000
Non-Capital Equipment	\$36	\$1,000	\$1,000	\$1,000
Other	-\$188,823	\$0	\$0	\$0
TOTAL	\$11,069,033	\$11,508,414	\$16,145,671	\$13,220,540

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$6,735,203	\$7,409,624	\$9,248,522	\$9,524,101
<b>REVENUES LESS EXPENSES</b>	<b>-\$6,735,203</b>	<b>-\$7,409,624</b>	<b>-\$9,248,522</b>	<b>-\$9,524,101</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$3,653,978	\$3,830,320	\$4,693,936	\$4,858,920
<b>Salaries</b>	\$1,845,969	\$1,921,062	\$2,765,498	\$2,818,447
<b>Benefits</b>	\$877,105	\$1,166,474	\$1,398,001	\$1,447,905
<b>Allocated Costs</b>	\$199,728	\$255,728	\$303,367	\$311,110
<b>Non-Capital Equipment</b>	\$8,521	\$236,040	\$87,720	\$87,720
<b>Other</b>	\$136,897	\$0	\$0	\$0
<b>Debt Services &amp; Other</b>	\$13,005	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$6,735,203</b>	<b>\$7,409,624</b>	<b>\$9,248,522</b>	<b>\$9,524,101</b>

# 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, airfield operating surfaces and grounds consistent with Federal Aviation Regulations and the Airport's self-inspection program to ensure safety and 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$2,069,585	\$2,963,330	\$8,489,428	\$4,890,242
<b>Expenses</b>	\$14,962,480	\$15,995,415	\$16,849,311	\$13,444,209
<b>REVENUES LESS EXPENSES</b>	<b>-\$12,892,895</b>	<b>-\$13,032,085</b>	<b>-\$8,359,883</b>	<b>-\$8,553,967</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$2,069,585	\$2,963,330	\$8,489,428	\$4,890,242
<b>TOTAL</b>	<b>\$2,069,585</b>	<b>\$2,963,330</b>	<b>\$8,489,428</b>	<b>\$4,890,242</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Capital Equip &amp; Projects</b>	\$6,891,702	\$7,381,604	\$8,489,428	\$4,890,242
<b>Supplies &amp; Services</b>	\$3,348,772	\$3,760,702	\$4,196,928	\$4,196,928
<b>Salaries</b>	\$1,839,043	\$1,995,026	\$2,164,793	\$2,294,897
<b>Benefits</b>	\$1,039,776	\$1,334,721	\$1,247,027	\$1,298,391
<b>Allocated Costs</b>	\$528,629	\$510,859	\$568,134	\$580,751
<b>Special Projects</b>	\$343,286	\$877,290	\$140,000	\$140,000
<b>Transfers</b>	\$956,946	\$74,470	\$0	\$0
<b>Non-Capital Equipment</b>	\$14,326	\$60,743	\$43,000	\$43,000
<b>TOTAL</b>	<b>\$14,962,480</b>	<b>\$15,995,415</b>	<b>\$16,849,311</b>	<b>\$13,444,209</b>

# 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 and project management 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 permits and associated conditions.

Maintain compliance with environmental regulations and project permit conditions.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,449,237	\$3,259,214	\$1,336,657	\$1,388,861
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,449,237</b>	<b>-\$3,259,214</b>	<b>-\$1,336,657</b>	<b>-\$1,388,861</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$657,556	\$774,828	\$736,777	\$762,881
<b>Special Projects</b>	\$0	\$1,743,290	\$0	\$0
<b>Salaries</b>	\$327,475	\$339,601	\$386,272	\$402,183
<b>Benefits</b>	\$145,232	\$175,249	\$174,061	\$182,900
<b>Transfers</b>	\$280,500	\$0	\$0	\$0
<b>Capital Equip &amp; Projects</b>	\$4,344	\$184,905	\$0	\$0
<b>Allocated Costs</b>	\$30,430	\$35,341	\$36,547	\$37,898
<b>Non-Capital Equipment</b>	\$3,701	\$6,000	\$3,000	\$3,000
<b>TOTAL</b>	<b>\$1,449,237</b>	<b>\$3,259,214</b>	<b>\$1,336,657</b>	<b>\$1,388,861</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$132,771	\$112,441	\$221	\$221
Expenses	\$3,371,053	\$4,488,234	\$3,938,133	\$4,084,932
REVENUES LESS EXPENSES	-\$3,238,282	-\$4,375,793	-\$3,937,912	-\$4,084,711

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$132,771	\$112,441	\$221	\$221
TOTAL	\$132,771	\$112,441	\$221	\$221

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$1,916,028	\$2,436,299	\$2,138,891	\$2,276,046
Benefits	\$871,442	\$1,520,672	\$1,151,328	\$1,203,472
Allocated Costs	\$176,151	\$238,429	\$267,473	\$274,974
Supplies & Services	\$87,484	\$183,748	\$271,355	\$221,355
Non-Capital Equipment	\$41,359	\$109,086	\$109,086	\$109,086
Transfers	\$278,589	\$0	\$0	\$0
TOTAL	\$3,371,053	\$4,488,234	\$3,938,133	\$4,084,932

# Property, Parking, Air Services & Marketing

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.

Market and promote the use of Santa Barbara Airport as the Airport of choice for the region.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$28,614,587	\$30,873,312	\$33,829,514	\$35,455,068
<b>Expenses</b>	\$3,565,026	\$4,059,782	\$3,934,434	\$3,524,978
<b>REVENUES LESS EXPENSES</b>	<b>\$25,049,561</b>	<b>\$26,813,530</b>	<b>\$29,895,081</b>	<b>\$31,930,091</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Use Of Money &amp; Prpty</b>	\$28,547,415	\$30,804,075	\$33,760,278	\$35,385,832
<b>Other Revenues</b>	\$67,172	\$67,518	\$67,517	\$67,517
<b>Fees &amp; Service Charges</b>	\$0	\$1,719	\$1,719	\$1,719
<b>TOTAL</b>	<b>\$28,614,587</b>	<b>\$30,873,312</b>	<b>\$33,829,514</b>	<b>\$35,455,068</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$1,773,523	\$2,146,176	\$1,946,581	\$1,961,292
<b>Special Projects</b>	\$955,213	\$758,520	\$813,200	\$316,000
<b>Salaries</b>	\$446,130	\$691,903	\$729,421	\$779,174
<b>Benefits</b>	\$247,751	\$403,357	\$368,087	\$388,537
<b>Allocated Costs</b>	\$40,921	\$55,826	\$70,145	\$72,975
<b>Capital Equip &amp; Projects</b>	\$56,910	\$0	\$0	\$0
<b>Other</b>	\$36,360	\$0	\$0	\$0
<b>Non-Capital Equipment</b>	\$2,374	\$4,000	\$7,000	\$7,000
<b>Debt Services &amp; Other</b>	\$5,843	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$3,565,026</b>	<b>\$4,059,782</b>	<b>\$3,934,434</b>	<b>\$3,524,978</b>

# 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](#)
- [Downtown Parking](#)
- [Downtown Services](#)
- [Community Vitality](#)
- [Community Grants](#)
- [Rental Housing Mediation](#)
- [Housing & Human Services](#)
- [Local Housing Trust Fund](#)

## Authorized Positions

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
City Administrator's Office	14	14	52.9	52.9
<b>FTE COUNT</b>	<b>14</b>	<b>14</b>	<b>52.9</b>	<b>52.9</b>



# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$687,810	\$171,558	\$16,996,919	\$18,275,535
Expenses	\$4,999,310	\$5,061,797	\$27,659,553	\$30,746,666
REVENUES LESS EXPENSES	-\$4,311,500	-\$4,890,239	-\$10,662,634	-\$12,471,130

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$540	\$2,020	\$8,543,736	\$8,832,886
Internal Charges	\$14,995	\$0	\$4,404,259	\$5,443,618
Intergovernmental	\$0	\$0	\$2,154,018	\$2,152,624
Other Revenues	\$658,038	\$125,786	\$1,172,970	\$1,174,970
Use Of Money & Prpty	\$0	\$0	\$540,026	\$488,121
Licenses & Permits	\$0	\$0	\$135,000	\$135,000
Taxes	\$14,237	\$43,752	\$46,910	\$48,316
TOTAL	\$687,810	\$171,558	\$16,996,919	\$18,275,535

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$1,941,982	\$2,210,471	\$9,074,275	\$8,727,924
Transfers	\$200,000	\$0	\$4,470,750	\$5,760,750
Benefits	\$1,053,230	\$1,250,019	\$3,559,864	\$3,711,259
Special Projects	\$395,432	\$622,491	\$3,142,973	\$3,403,236
Supplies & Services	\$516,433	\$547,205	\$3,036,639	\$3,452,072
Allocated Costs	\$286,202	\$336,003	\$3,106,052	\$3,380,424
Capital Equip & Projects	\$499,137	\$0	\$1,140,000	\$2,180,000
Non-Capital Equipment	\$43,894	\$95,608	\$119,000	\$121,000
Debt Services & Other	\$63,000	\$0	\$10,000	\$10,000
TOTAL	\$4,999,310	\$5,061,797	\$27,659,553	\$30,746,666

# Revenue & Expenditure By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Enterprise Funds	\$0	\$0	\$10,879,915	\$12,213,832
Special Revenue Funds	\$0	\$0	\$3,783,169	\$3,784,775
General Fund	\$188,672	\$171,558	\$2,333,835	\$2,276,928
Measure C - Capital	\$499,137	\$0	\$0	\$0
TOTAL	\$687,810	\$171,558	\$16,996,919	\$18,275,535

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
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	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$4,098,462	\$4,579,711	\$12,315,549	\$13,039,877
Enterprise Funds	\$0	\$0	\$10,935,320	\$12,918,806
Special Revenue Funds	\$0	\$0	\$3,694,683	\$4,287,983
Measure C - Capital	\$900,848	\$482,086	\$714,000	\$500,000
TOTAL	\$4,999,310	\$5,061,797	\$27,659,553	\$30,746,666

## 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 outcomes being envisioned.

### 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

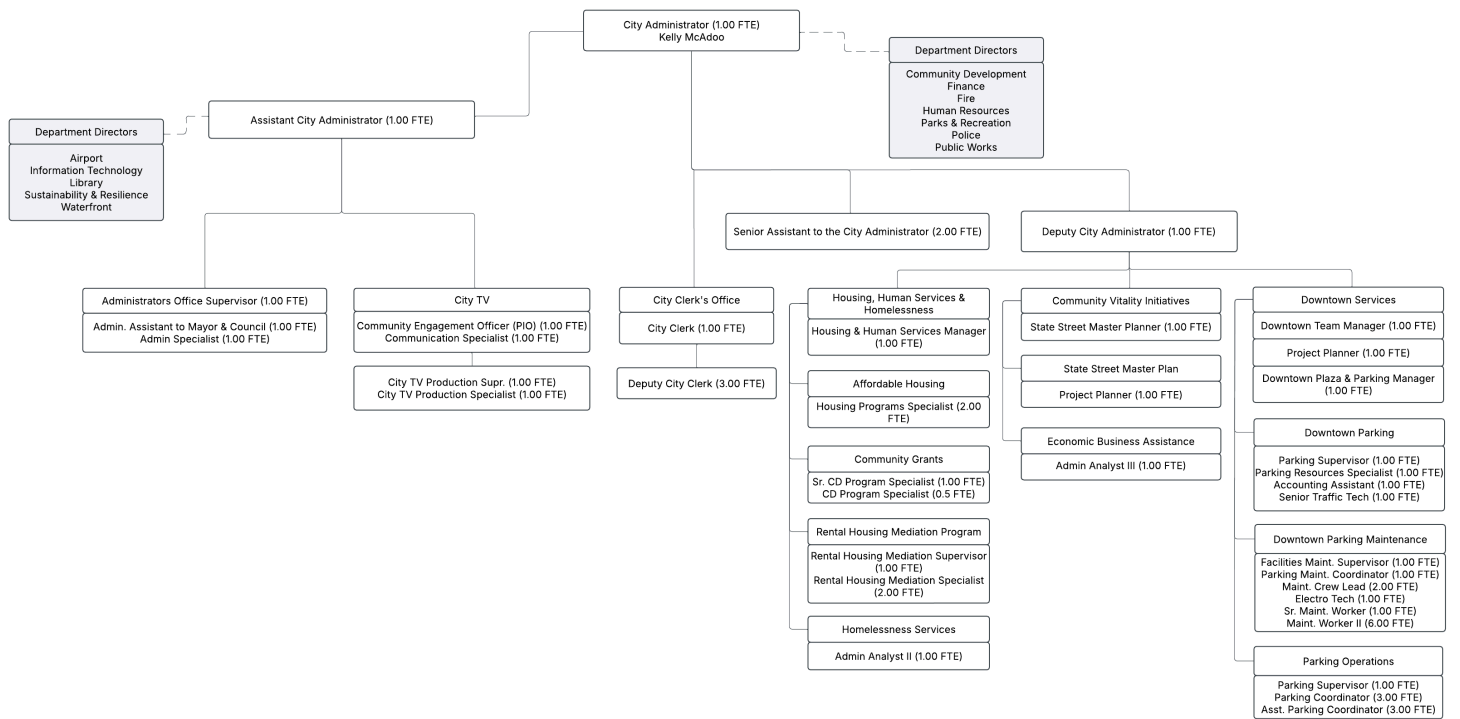
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

### 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	2026, 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	2026, 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	2026, 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$531,141	\$45,352	\$51,910	\$53,316
<b>Expenses</b>	\$3,717,588	\$3,469,100	\$3,482,068	\$3,450,878
<b>REVENUES LESS EXPENSES</b>	<b>-\$3,186,447</b>	<b>-\$3,423,748</b>	<b>-\$3,430,158</b>	<b>-\$3,397,562</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$501,910	\$0	\$0	\$0
<b>Taxes</b>	\$14,237	\$43,752	\$46,910	\$48,316
<b>Internal Charges</b>	\$14,995	\$0	\$0	\$0
<b>Fees &amp; Service Charges</b>	\$0	\$1,600	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$531,141</b>	<b>\$45,352</b>	<b>\$51,910</b>	<b>\$53,316</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,244,926	\$1,469,505	\$1,661,633	\$1,774,186
<b>Benefits</b>	\$735,349	\$868,403	\$859,166	\$886,604
<b>Special Projects</b>	\$395,284	\$622,491	\$516,407	\$316,403
<b>Supplies &amp; Services</b>	\$410,119	\$304,658	\$203,640	\$205,102
<b>Allocated Costs</b>	\$169,739	\$204,043	\$241,221	\$268,583
<b>Capital Equip &amp; Projects</b>	\$499,137	\$0	\$0	\$0
<b>Transfers</b>	\$200,000	\$0	\$0	\$0
<b>Debt Services &amp; Other</b>	\$63,000	\$0	\$0	\$0
<b>Non-Capital Equipment</b>	\$33	\$0	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$3,717,588	\$3,469,100	\$3,482,068	\$3,450,878

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$2,515	\$420	\$5,728	\$5,728
<b>Expenses</b>	\$752,710	\$1,002,810	\$974,650	\$1,378,774
<b>REVENUES LESS EXPENSES</b>	<b>-\$750,195</b>	<b>-\$1,002,390</b>	<b>-\$968,922</b>	<b>-\$1,373,046</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$1,975	\$0	\$5,000	\$5,000
<b>Fees &amp; Service Charges</b>	\$540	\$420	\$728	\$728
<b>TOTAL</b>	<b>\$2,515</b>	<b>\$420</b>	<b>\$5,728</b>	<b>\$5,728</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$400,087	\$439,475	\$499,203	\$530,713
<b>Benefits</b>	\$195,894	\$248,819	\$239,904	\$248,353
<b>Supplies &amp; Services</b>	\$79,833	\$228,124	\$118,575	\$473,575

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Allocated Costs	\$76,706	\$86,392	\$116,968	\$126,132
Special Projects	\$148	\$0	\$0	\$0
Non-Capital Equipment	\$43	\$0	\$0	\$0
TOTAL	\$752,710	\$1,002,810	\$974,650	\$1,378,774

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$154,153	\$125,786	\$155,570	\$157,570
<b>Expenses</b>	\$529,013	\$589,887	\$620,913	\$642,053
<b>REVENUES LESS EXPENSES</b>	<b>-\$374,859</b>	<b>-\$464,101</b>	<b>-\$465,343</b>	<b>-\$484,483</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$154,153	\$125,786	\$155,570	\$157,570
<b>TOTAL</b>	<b>\$154,153</b>	<b>\$125,786</b>	<b>\$155,570</b>	<b>\$157,570</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$296,970	\$301,491	\$319,130	\$331,357
<b>Benefits</b>	\$121,987	\$132,797	\$127,321	\$131,449
<b>Non-Capital Equipment</b>	\$43,817	\$95,608	\$92,000	\$94,000
<b>Allocated Costs</b>	\$39,757	\$45,568	\$52,663	\$55,447
<b>Supplies &amp; Services</b>	\$26,482	\$14,423	\$29,800	\$29,800
<b>TOTAL</b>	<b>\$529,013</b>	<b>\$589,887</b>	<b>\$620,913</b>	<b>\$642,053</b>



# 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.

Manage Citywide on-street resources for resident parking, oversized vehicle parking, valet parking, time restrictions, and special designation parking.

Provide customer accounting and billing services.

Plan, fund and implement long-term capital maintenance projects.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$10,714,441	\$11,271,192	\$10,879,915	\$12,213,832
<b>Expenses</b>	\$11,105,477	\$16,121,859	\$10,719,997	\$12,692,104
<b>REVENUES LESS EXPENSES</b>	<b>-\$391,036</b>	<b>-\$4,850,667</b>	<b>\$159,918</b>	<b>-\$478,272</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$8,052,101	\$8,745,408	\$8,538,008	\$8,827,158
<b>Internal Charges</b>	\$1,276,108	\$1,089,259	\$804,259	\$1,843,618
<b>Other Revenues</b>	\$850,062	\$996,748	\$1,012,400	\$1,012,400
<b>Use Of Money &amp; Prpty</b>	\$377,253	\$260,130	\$299,399	\$304,807
<b>Licenses &amp; Permits</b>	\$113,420	\$130,400	\$135,000	\$135,000
<b>Intergovernmental</b>	\$45,496	\$49,247	\$90,849	\$90,849
<b>TOTAL</b>	<b>\$10,714,441</b>	<b>\$11,271,192</b>	<b>\$10,879,915</b>	<b>\$12,213,832</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$3,974,234	\$4,361,183	\$3,935,381	\$3,306,175
<b>Allocated Costs</b>	\$2,333,959	\$2,575,429	\$2,219,829	\$2,444,232
<b>Capital Equip &amp; Projects</b>	\$618,486	\$5,035,864	\$640,000	\$1,680,000
<b>Supplies &amp; Services</b>	\$1,616,925	\$1,909,465	\$1,797,727	\$1,855,929
<b>Benefits</b>	\$1,607,055	\$1,544,354	\$1,332,167	\$1,402,912
<b>Transfers</b>	\$905,000	\$425,000	\$640,000	\$1,930,000
<b>Special Projects</b>	\$44,405	\$216,124	\$129,893	\$47,856
<b>Non-Capital Equipment</b>	\$5,414	\$44,440	\$15,000	\$15,000

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Debt Services & Other	\$0	\$10,000	\$10,000	\$10,000
TOTAL	\$11,105,477	\$16,121,859	\$10,719,997	\$12,692,104

# Downtown Services

*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

Administer the Parking and Business Improvement Area Assessment.

Administer Downtown Ambassador Program.

Maintain the State Street Promenade.

Oversee interim operations of the State Street Promenade, including Outdoor Business Facilities.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$818,589	\$940,996	\$120,627	\$60,314
Expenses	\$1,370,462	\$1,266,731	\$1,870,507	\$1,912,805
REVENUES LESS EXPENSES	-\$551,873	-\$325,735	-\$1,749,880	-\$1,852,491

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$569,281	\$769,281	\$0	\$0
Use Of Money & Prpty	\$249,108	\$171,715	\$120,627	\$60,314
Other Revenues	\$200	\$0	\$0	\$0
TOTAL	\$818,589	\$940,996	\$120,627	\$60,314

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$824,486	\$659,959	\$811,658	\$812,427
Salaries	\$176,365	\$290,580	\$878,537	\$918,108
Special Projects	\$362,982	\$303,800	\$0	\$0
Benefits	\$6,630	\$10,862	\$174,514	\$176,213
Allocated Costs	\$0	\$1,530	\$5,798	\$6,057
TOTAL	\$1,370,462	\$1,266,731	\$1,870,507	\$1,912,805

# Community Grants

*Award grants to help support local non-profit organizations that provide social services to low- and moderate-income residents*

## Program Activities

Award grants to help support local non-profit organizations that provide social services to low- and moderate-income residents.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$0	\$1,488,820	\$1,500,000	\$1,500,000
<b>Expenses</b>	\$960,539	\$2,556,631	\$4,183,323	\$4,186,431
<b>REVENUES LESS EXPENSES</b>	<b>-\$960,539</b>	<b>-\$1,067,811</b>	<b>-\$2,683,323</b>	<b>-\$2,686,431</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$0	\$0	\$1,500,000	\$1,500,000
<b>Intergovernmental</b>	\$0	\$1,488,820	\$0	\$0
<b>TOTAL</b>	<b>\$0</b>	<b>\$1,488,820</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Transfers</b>	\$0	\$0	\$3,726,150	\$3,726,150
<b>Special Projects</b>	\$921,150	\$2,517,026	\$420,000	\$420,000
<b>Salaries</b>	\$21,917	\$19,612	\$21,503	\$23,546
<b>Benefits</b>	\$10,007	\$9,930	\$7,240	\$7,377
<b>Allocated Costs</b>	\$6,136	\$6,169	\$6,853	\$7,781
<b>Supplies &amp; Services</b>	\$1,330	\$1,519	\$1,577	\$1,577
<b>Non-Capital Equipment</b>	\$0	\$2,375	\$0	\$0
<b>TOTAL</b>	<b>\$960,539</b>	<b>\$2,556,631</b>	<b>\$4,183,323</b>	<b>\$4,186,431</b>

# Community Vitality

*Provide leadership, policy implementation and assistance, manage City Council priority projects, and support the City Administrator with special projects that strengthen commercial corridors, housing, and downtown programs for the Santa Barbara community.*

## Program Activities

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

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

Coordinate activities and work with community leaders to strengthen commercial corridors, assist businesses, encourage housing, and attract and retain businesses.

Manage permitting enhancements and process improvements in coordination with other Departments that are part of the Land Development Team and assist businesses with navigating permits and regulations.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$0	\$0	\$500,000	\$500,000
<b>Expenses</b>	\$0	\$0	\$1,350,161	\$1,391,721
<b>REVENUES LESS EXPENSES</b>	<b>\$0</b>	<b>\$0</b>	<b>-\$850,161</b>	<b>-\$891,721</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$0	\$0	\$500,000	\$500,000
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500,000</b>	<b>\$500,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$0	\$0	\$584,436	\$615,265
<b>Capital Equip &amp; Projects</b>	\$0	\$0	\$500,000	\$500,000
<b>Benefits</b>	\$0	\$0	\$260,850	\$271,581
<b>Supplies &amp; Services</b>	\$0	\$0	\$4,874	\$4,875
<b>TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,350,161</b>	<b>\$1,391,721</b>

# Housing & Human Services Program

*Promote and facilitate affordable housing, provide grant funding for social services, and resolve rental housing disputes.*

## Program Activities

Provide services that promote and facilitate affordable rental and ownership housing to various household income categories by providing funding and recording restrictive covenants on properties to ensure they remain affordable long-term.

Award grants to help support local non-profit organizations that provide social services to low- and moderate-income residents.

Help to resolve rental housing disputes by offering mediation services and information on landlord/tenant rights and responsibilities.

## FINANCIAL INFORMATION

### Housing & Human Services

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$6,074,665	\$4,428,456	\$2,283,169	\$2,284,775
Expenses	\$11,724,911	\$11,040,823	\$3,694,683	\$4,287,983
REVENUES LESS EXPENSES	-\$5,650,246	-\$6,612,367	-\$1,411,514	-\$2,003,208

### Housing & Human Services Revenue

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$4,326,141	\$3,412,840	\$2,063,169	\$2,061,775
Use Of Money & Prpty	\$1,747,809	\$1,015,616	\$120,000	\$123,000
Internal Charges	\$0	\$0	\$100,000	\$100,000
Other Revenues	\$715	\$0	\$0	\$0
TOTAL	\$6,074,665	\$4,428,456	\$2,283,169	\$2,284,775

### Housing & Human Services Expenses

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Special Projects	\$9,727,739	\$9,356,731	\$2,076,473	\$2,618,777
Salaries	\$742,236	\$805,623	\$708,510	\$736,433
Allocated Costs	\$339,524	\$331,595	\$406,545	\$413,323
Benefits	\$344,301	\$402,313	\$341,924	\$358,218
Debt Services & Other	\$534,326	\$0	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$36,784	\$132,561	\$49,231	\$49,231
Transfers	\$0	\$0	\$100,000	\$100,000
Non-Capital Equipment	\$0	\$12,000	\$12,000	\$12,000
TOTAL	\$11,724,911	\$11,040,823	\$3,694,683	\$4,287,983

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$3,470,113	\$450,000	\$3,720,000	\$3,723,000
REVENUES LESS EXPENSES	\$3,470,113	\$450,000	\$3,720,000	\$3,723,000

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$3,383,548	\$350,000	\$3,600,000	\$3,600,000
Use Of Money & Prpty	\$86,565	\$100,000	\$120,000	\$123,000
TOTAL	\$3,470,113	\$450,000	\$3,720,000	\$3,723,000



# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$90,031	\$100,000	\$0	\$0
<b>Expenses</b>	\$350,209	\$393,985	\$547,928	\$577,215
<b>REVENUES LESS EXPENSES</b>	<b>-\$260,178</b>	<b>-\$293,985</b>	<b>-\$547,928</b>	<b>-\$577,215</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Intergovernmental</b>	\$90,031	\$100,000	\$0	\$0
<b>TOTAL</b>	<b>\$90,031</b>	<b>\$100,000</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$229,023	\$243,726	\$327,822	\$347,424
<b>Benefits</b>	\$98,613	\$110,615	\$163,064	\$170,570
<b>Allocated Costs</b>	\$20,492	\$32,825	\$47,487	\$49,666
<b>Supplies &amp; Services</b>	\$2,081	\$6,819	\$9,555	\$9,555
<b>TOTAL</b>	<b>\$350,209</b>	<b>\$393,985</b>	<b>\$547,928</b>	<b>\$577,215</b>

# 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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
City Attorney's Office	15	15	15.5	15.5
<b>FTE COUNT</b>	<b>15</b>	<b>15</b>	<b>15.5</b>	<b>15.5</b>

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$346,841	\$0	\$0	\$0
Expenses	\$4,921,849	\$6,237,836	\$5,612,505	\$5,908,692
REVENUES LESS EXPENSES	-\$4,575,008	-\$6,237,836	-\$5,612,505	-\$5,908,692

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$346,841	\$0	\$0	\$0
TOTAL	\$346,841	\$0	\$0	\$0

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$2,610,403	\$3,205,156	\$3,203,105	\$3,412,284
Benefits	\$1,210,083	\$1,379,918	\$1,296,657	\$1,345,089
Supplies & Services	\$286,888	\$1,126,265	\$814,360	\$815,760
Allocated Costs	\$503,102	\$247,273	\$294,383	\$331,559
Transfers	\$0	\$250,000	\$0	\$0
Debt Services & Other	\$214,532	\$21,224	\$0	\$0
Capital Equip & Projects	\$96,841	\$0	\$0	\$0
Non-Capital Equipment	\$0	\$8,000	\$4,000	\$4,000
TOTAL	\$4,921,849	\$6,237,836	\$5,612,505	\$5,908,692

# Revenue & Expenditure By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$346,841	\$0	\$0	\$0
TOTAL	\$346,841	\$0	\$0	\$0

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$4,920,846	\$6,237,836	\$5,612,505	\$5,908,692
Special Revenue Funds	\$1,003	\$0	\$0	\$0
TOTAL	\$4,921,849	\$6,237,836	\$5,612,505	\$5,908,692

# 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.

## 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

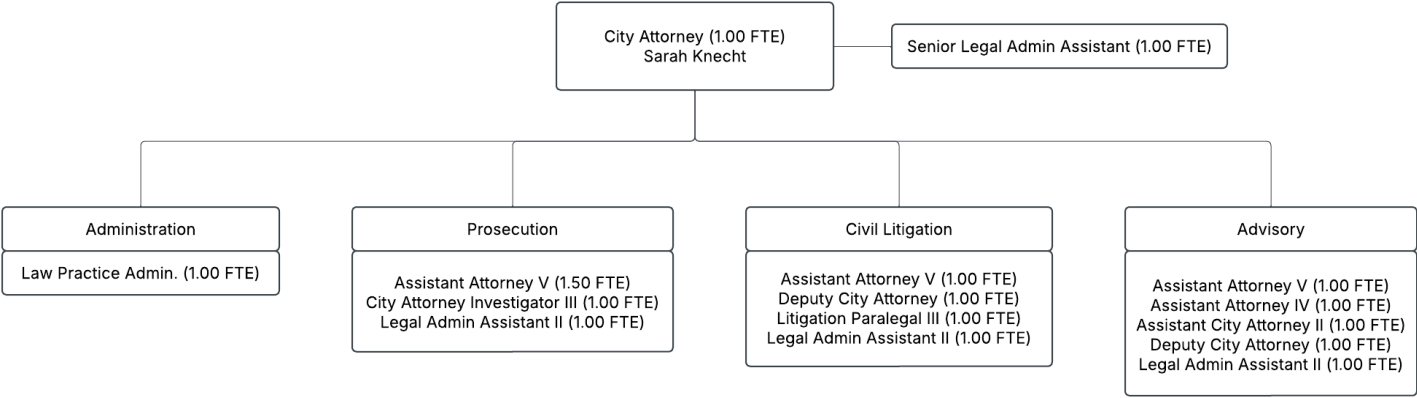
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

## 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	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	2026, Baseline
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	2026, Baseline
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	2026, Baseline
				<b>4</b>	

# 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.

Circulate City Attorney's Office customer service survey by September 30th.

Prepare and distribute Legislative Report by December 31st.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$346,841	\$0	\$0	\$0
<b>Expenses</b>	\$4,921,849	\$6,237,836	\$5,612,505	\$5,908,692
<b>REVENUES LESS EXPENSES</b>	<b>-\$4,575,008</b>	<b>-\$6,237,836</b>	<b>-\$5,612,505</b>	<b>-\$5,908,692</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$346,841	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$346,841</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$2,610,403	\$3,205,156	\$3,203,105	\$3,412,284
<b>Benefits</b>	\$1,210,083	\$1,379,918	\$1,296,657	\$1,345,089
<b>Supplies &amp; Services</b>	\$286,888	\$1,126,265	\$814,360	\$815,760
<b>Allocated Costs</b>	\$503,102	\$247,273	\$294,383	\$331,559
<b>Transfers</b>	\$0	\$250,000	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Debt Services & Other	\$214,532	\$21,224	\$0	\$0
Capital Equip & Projects	\$96,841	\$0	\$0	\$0
Non-Capital Equipment	\$0	\$8,000	\$4,000	\$4,000
TOTAL	\$4,921,849	\$6,237,836	\$5,612,505	\$5,908,692

# 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. To accomplish this mission, the Department is divided into three functional divisions: Administration, Building and Safety, and Planning.

Each division manages several programs consisting of policy formulation, inspections and enforcement, maintaining public health, safety and welfare, records management 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**
- **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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Community Development Department	81	83.5	72	72
<b>FTE COUNT</b>	<b>81</b>	<b>83.5</b>	<b>72</b>	<b>72</b>



# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$9,416,853	\$8,213,654	\$7,945,589	\$8,255,712
Expenses	\$14,333,671	\$17,115,099	\$15,969,397	\$17,133,921
REVENUES LESS EXPENSES	-\$4,916,819	-\$8,901,445	-\$8,023,808	-\$8,878,209

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$7,898,721	\$7,374,628	\$7,817,650	\$8,109,663
Internal Charges	\$714,560	\$563,933	\$67,439	\$85,549
Intergovernmental	\$625,608	\$190,678	\$50,000	\$50,000
Other Revenues	\$177,964	\$84,415	\$10,500	\$10,500
TOTAL	\$9,416,853	\$8,213,654	\$7,945,589	\$8,255,712

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$7,474,710	\$8,502,089	\$8,349,441	\$9,175,702
Benefits	\$3,657,893	\$4,165,802	\$4,226,465	\$4,401,872
Allocated Costs	\$1,314,305	\$1,462,216	\$1,770,419	\$1,885,886
Supplies & Services	\$925,618	\$1,591,429	\$1,138,005	\$1,162,494
Capital Equip & Projects	\$614,834	\$851,688	\$0	\$0
Transfers	\$131,937	\$285,719	\$258,411	\$283,809
Special Projects	\$144,699	\$180,058	\$182,057	\$182,057
Non-Capital Equipment	\$69,675	\$76,098	\$44,600	\$42,100
TOTAL	\$14,333,671	\$17,115,099	\$15,969,397	\$17,133,921

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$8,896,842	\$8,105,275	\$7,880,150	\$8,172,163
Special Revenue Funds	\$9,900,218	\$6,471,896	\$2,000,000	\$2,000,000
General Fund-Capital	\$203,935	\$79,195	\$65,439	\$83,549
Fiduciary Funds	\$50,667	\$24,564	\$0	\$0
TOTAL	\$19,051,662	\$14,680,930	\$9,945,589	\$10,255,712

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$14,875,673	\$17,644,043	\$15,969,396	\$17,133,921
Special Revenue Funds	\$11,729,448	\$12,473,877	\$0	\$0
Measure C - Capital	\$613,367	\$951,197	\$0	\$0
Fiduciary Funds	\$78,845	\$37,421	\$0	\$0

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund-Capital	\$71,997	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$27,369,331</b>	<b>\$31,106,538</b>	<b>\$15,969,396</b>	<b>\$17,133,921</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, 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.

### 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.

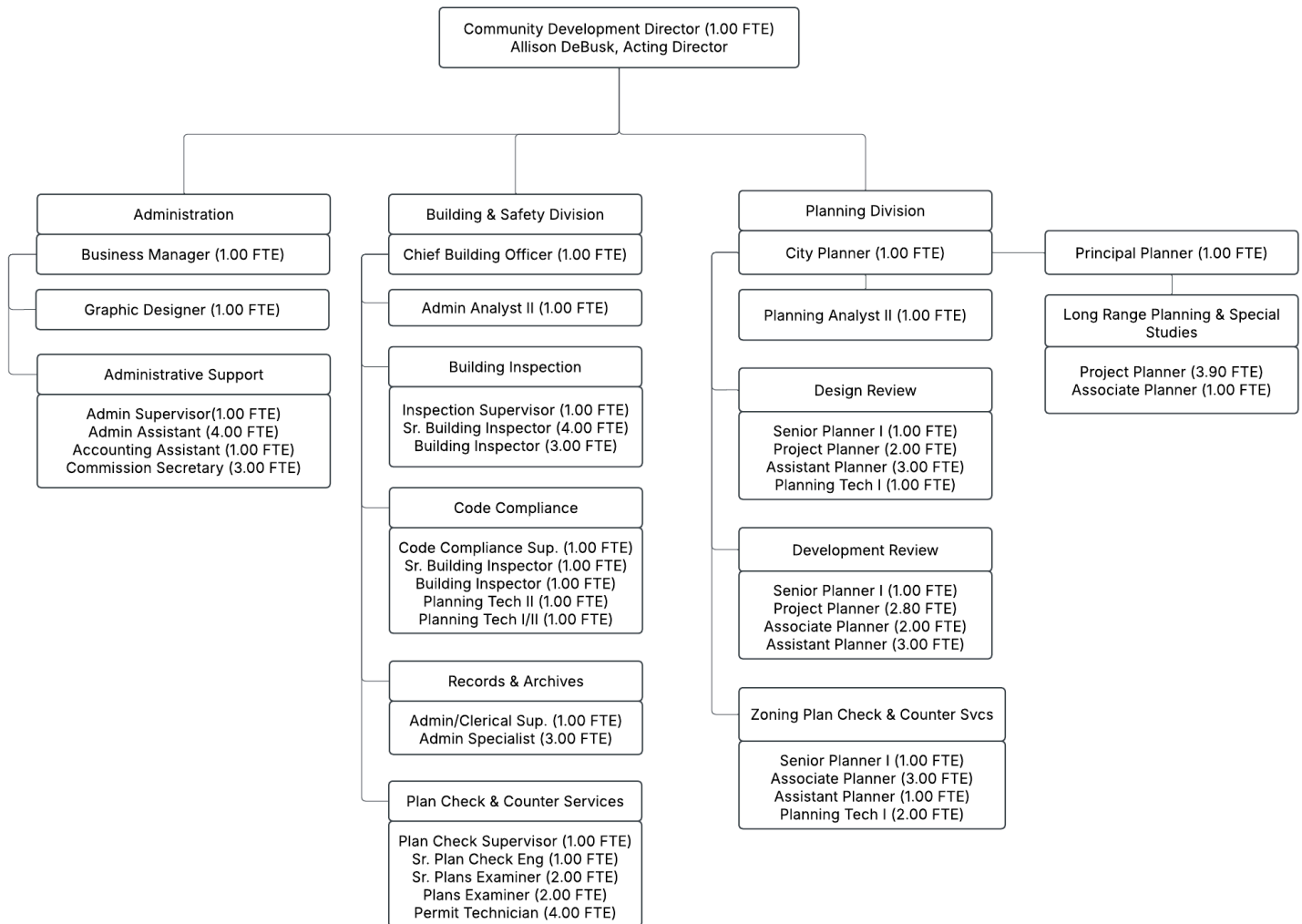
### INNOVATION

- 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.	Provide digital platforms, including the website, social media, and online survey tools to engage the public.	Numeric Value	10,000	2026, Baseline
Innovation	Leverage technology and create innovative solutions to meet the community needs.	Automate notifications to create consistent, timely customer communications.	Numeric Value	2	2026, Baseline
Innovation	Leverage Technology and create innovative solutions to meet the community needs.	Digitize forms and applications for electronic routing	Numeric Value	4	2026, Baseline
Innovation	Leverage technology and create innovative solutions to meet the community needs.	Develop improved reporting tools for staff and the public.	Numeric Value	1	2026, 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	2026, 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	2026, Baseline
Organizational Optimization	Provide staff with the resources, support, and leadership opportunities to develop and succeed.	Develop and implement process improvements, such as the review letter template, in response to input from industry specialists and stakeholders.	Numeric Value	1	2026, 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	2026, 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	2026, Baseline
Thriving Workforce	Foster a workplace environment that encourages streamlined processes, workload prioritization, interdepartmental communication, and a unified vision.	Provide an operational overview of section/work group functions at quarterly departmental meetings.	Numeric Value	4	2026, Baseline
				<b>10,103</b>	

## 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$5,493,264	\$5,164,012	\$5,299,439	\$5,533,549
<b>Expenses</b>	\$2,405,839	\$3,171,255	\$3,439,615	\$3,609,028
<b>REVENUES LESS EXPENSES</b>	<b>\$3,087,425</b>	<b>\$1,992,757</b>	<b>\$1,859,824</b>	<b>\$1,924,521</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$5,177,446	\$4,963,892	\$5,184,000	\$5,400,000
<b>Internal Charges</b>	\$131,937	\$79,195	\$65,439	\$83,549
<b>Intergovernmental</b>	\$56,776	\$50,000	\$50,000	\$50,000
<b>Other Revenues</b>	\$127,105	\$70,925	\$0	\$0
<b>TOTAL</b>	<b>\$5,493,264</b>	<b>\$5,164,012</b>	<b>\$5,299,439</b>	<b>\$5,533,549</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$983,511	\$1,262,827	\$1,428,146	\$1,507,853
<b>Supplies &amp; Services</b>	\$421,845	\$744,233	\$729,241	\$759,241
<b>Benefits</b>	\$493,321	\$622,572	\$670,770	\$699,959
<b>Allocated Costs</b>	\$363,839	\$445,396	\$531,518	\$546,426

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Transfers	\$131,937	\$79,195	\$65,439	\$83,549
Non-Capital Equipment	\$11,386	\$17,032	\$14,500	\$12,000
TOTAL	\$2,405,839	\$3,171,255	\$3,439,615	\$3,609,028

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,665,227	\$1,837,385	\$2,070,662	\$2,182,602
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,665,227</b>	<b>-\$1,837,385</b>	<b>-\$2,070,662</b>	<b>-\$2,182,602</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$966,817	\$991,527	\$1,171,258	\$1,252,196
<b>Benefits</b>	\$489,284	\$533,502	\$557,564	\$583,342
<b>Allocated Costs</b>	\$167,192	\$179,939	\$204,765	\$215,488
<b>Supplies &amp; Services</b>	\$31,252	\$126,581	\$133,776	\$128,276
<b>Non-Capital Equipment</b>	\$10,683	\$5,836	\$3,300	\$3,300
<b>TOTAL</b>	<b>\$1,665,227</b>	<b>\$1,837,385</b>	<b>\$2,070,662</b>	<b>\$2,182,602</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$14,915	\$12,000	\$10,000	\$10,000
Expenses	\$981,251	\$959,990	\$1,138,778	\$1,207,403
REVENUES LESS EXPENSES	-\$966,336	-\$947,990	-\$1,128,778	-\$1,197,403

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$14,915	\$12,000	\$10,000	\$10,000
TOTAL	\$14,915	\$12,000	\$10,000	\$10,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$592,708	\$597,354	\$725,883	\$778,781
Benefits	\$274,045	\$302,850	\$325,266	\$339,267
Allocated Costs	\$90,625	\$36,883	\$55,241	\$57,967
Supplies & Services	\$23,282	\$21,573	\$30,987	\$29,988
Non-Capital Equipment	\$592	\$1,330	\$1,400	\$1,400
TOTAL	\$981,251	\$959,990	\$1,138,778	\$1,207,403

# 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, 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$615,201	\$460,416	\$2,000	\$2,000
<b>Expenses</b>	\$2,828,584	\$3,217,653	\$1,165,113	\$1,510,684
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,213,383</b>	<b>-\$2,757,237</b>	<b>-\$1,163,113</b>	<b>-\$1,508,684</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$582,622	\$460,416	\$2,000	\$2,000
<b>Other Revenues</b>	\$32,579	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$615,201</b>	<b>\$460,416</b>	<b>\$2,000</b>	<b>\$2,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,141,135	\$1,234,620	\$306,307	\$608,328
<b>Benefits</b>	\$563,295	\$628,748	\$410,702	\$425,487
<b>Capital Equip &amp; Projects</b>	\$614,834	\$851,688	\$0	\$0
<b>Allocated Costs</b>	\$188,422	\$218,350	\$273,360	\$301,637
<b>Special Projects</b>	\$121,051	\$124,213	\$124,500	\$124,500
<b>Supplies &amp; Services</b>	\$183,601	\$148,393	\$42,244	\$42,731
<b>Non-Capital Equipment</b>	\$16,247	\$11,641	\$8,000	\$8,000
<b>TOTAL</b>	<b>\$2,828,584</b>	<b>\$3,217,653</b>	<b>\$1,165,113</b>	<b>\$1,510,684</b>



# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$562,542	\$631,023	\$594,000	\$611,700
Expenses	\$1,567,721	\$1,961,649	\$1,909,414	\$2,021,208
REVENUES LESS EXPENSES	-\$1,005,179	-\$1,330,626	-\$1,315,414	-\$1,409,508

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$562,542	\$591,023	\$594,000	\$611,700
Intergovernmental	\$0	\$40,000	\$0	\$0
TOTAL	\$562,542	\$631,023	\$594,000	\$611,700

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$936,569	\$1,173,867	\$1,081,758	\$1,154,156
Benefits	\$448,558	\$494,990	\$542,340	\$565,496
Allocated Costs	\$114,964	\$134,711	\$160,021	\$175,167
Supplies & Services	\$65,723	\$117,197	\$86,049	\$86,050
Transfers	\$0	\$30,979	\$28,946	\$30,039
Special Projects	\$0	\$5,820	\$6,000	\$6,000
Non-Capital Equipment	\$1,908	\$4,085	\$4,300	\$4,300

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$1,567,721	\$1,961,649	\$1,909,414	\$2,021,208

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$942,625	\$777,866	\$887,400	\$912,500
<b>Expenses</b>	\$1,715,166	\$2,034,060	\$2,089,169	\$2,207,649
<b>REVENUES LESS EXPENSES</b>	<b>-\$772,542</b>	<b>-\$1,256,194</b>	<b>-\$1,201,769</b>	<b>-\$1,295,149</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$937,155	\$716,544	\$887,400	\$912,500
<b>Intergovernmental</b>	\$3,000	\$37,000	\$0	\$0
<b>Internal Charges</b>	\$0	\$24,322	\$0	\$0
<b>Other Revenues</b>	\$2,470	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$942,625</b>	<b>\$777,866</b>	<b>\$887,400</b>	<b>\$912,500</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,021,464	\$1,142,409	\$1,248,326	\$1,328,943

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Benefits	\$496,008	\$550,511	\$610,600	\$635,556
Allocated Costs	\$118,372	\$134,630	\$165,594	\$178,137
Supplies & Services	\$74,377	\$169,298	\$42,700	\$42,700
Transfers	\$0	\$10,326	\$9,649	\$10,013
Non-Capital Equipment	\$4,946	\$17,850	\$3,000	\$3,000
Special Projects	\$0	\$9,036	\$9,300	\$9,300
TOTAL	\$1,715,166	\$2,034,060	\$2,089,169	\$2,207,649

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$707,103	\$130,678	\$65,000	\$65,000
Expenses	\$1,129,968	\$1,575,642	\$1,540,735	\$1,626,185
REVENUES LESS EXPENSES	-\$422,865	-\$1,444,964	-\$1,475,735	-\$1,561,185

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$565,832	\$63,678	\$0	\$0
Fees & Service Charges	\$141,272	\$67,000	\$65,000	\$65,000
TOTAL	\$707,103	\$130,678	\$65,000	\$65,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$663,947	\$753,363	\$916,883	\$976,286
Benefits	\$308,037	\$388,770	\$383,710	\$397,306
Transfers	\$0	\$144,567	\$135,080	\$140,182
Supplies & Services	\$88,094	\$211,620	\$17,333	\$17,333
Allocated Costs	\$63,475	\$75,042	\$85,329	\$92,678
Non-Capital Equipment	\$6,415	\$2,280	\$2,400	\$2,400
TOTAL	\$1,129,968	\$1,575,642	\$1,540,735	\$1,626,185

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$534,767	\$509,187	\$520,250	\$536,163
<b>Expenses</b>	\$646,931	\$718,539	\$776,448	\$821,338
<b>REVENUES LESS EXPENSES</b>	<b>-\$112,164</b>	<b>-\$209,352</b>	<b>-\$256,198</b>	<b>-\$285,175</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$533,872	\$507,697	\$519,750	\$535,663
<b>Other Revenues</b>	\$895	\$1,490	\$500	\$500
<b>TOTAL</b>	<b>\$534,767</b>	<b>\$509,187</b>	<b>\$520,250</b>	<b>\$536,163</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$328,188	\$349,887	\$373,249	\$399,032
<b>Benefits</b>	\$176,819	\$191,894	\$207,695	\$215,443
<b>Allocated Costs</b>	\$94,620	\$103,475	\$127,092	\$137,951
<b>Special Projects</b>	\$23,649	\$38,800	\$40,000	\$40,000
<b>Supplies &amp; Services</b>	\$13,693	\$22,429	\$24,913	\$25,413
<b>Non-Capital Equipment</b>	\$9,962	\$12,054	\$3,500	\$3,500
<b>TOTAL</b>	<b>\$646,931</b>	<b>\$718,539</b>	<b>\$776,448</b>	<b>\$821,338</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$546,435	\$528,472	\$567,500	\$584,800
<b>Expenses</b>	\$1,392,983	\$1,638,926	\$1,839,465	\$1,947,824
<b>REVENUES LESS EXPENSES</b>	<b>-\$846,548</b>	<b>-\$1,110,454</b>	<b>-\$1,271,965</b>	<b>-\$1,363,024</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$546,435	\$528,472	\$567,500	\$584,800
<b>TOTAL</b>	<b>\$546,435</b>	<b>\$528,472</b>	<b>\$567,500</b>	<b>\$584,800</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$840,372	\$996,235	\$1,097,631	\$1,170,128
<b>Benefits</b>	\$408,525	\$451,965	\$517,819	\$540,017
<b>Allocated Costs</b>	\$112,797	\$133,790	\$167,500	\$180,435
<b>Supplies &amp; Services</b>	\$23,751	\$30,105	\$30,761	\$30,762
<b>Transfers</b>	\$0	\$20,652	\$19,297	\$20,026
<b>Non-Capital Equipment</b>	\$7,537	\$3,990	\$4,200	\$4,200
<b>Special Projects</b>	\$0	\$2,189	\$2,257	\$2,257
<b>TOTAL</b>	<b>\$1,392,983</b>	<b>\$1,638,926</b>	<b>\$1,839,465</b>	<b>\$1,947,824</b>

# 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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Finance Department	39.5	40	40.5	40.5



Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
FTE COUNT	39.5	40	40.5	40.5

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$19,566,415	\$20,972,769	\$26,250,614	\$30,496,210
Expenses	\$25,122,258	\$32,087,142	\$33,098,409	\$36,064,562
REVENUES LESS EXPENSES	-\$5,555,843	-\$11,114,373	-\$6,847,795	-\$5,568,352

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$17,818,861	\$20,335,877	\$25,437,322	\$29,679,918
Fines & Forfeitures	\$432,091	\$450,000	\$480,000	\$480,000
Other Revenues	\$1,000,267	\$95,592	\$175,292	\$175,292
Use Of Money & Prpty	\$310,092	\$80,000	\$152,000	\$155,000
Licenses & Permits	\$5,104	\$11,300	\$6,000	\$6,000
TOTAL	\$19,566,415	\$20,972,769	\$26,250,614	\$30,496,210

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$16,763,400	\$23,836,792	\$23,180,006	\$25,725,027
Salaries	\$4,462,532	\$4,667,145	\$4,825,065	\$5,098,042
Benefits	\$2,231,135	\$2,602,529	\$2,355,547	\$2,442,946
Allocated Costs	\$815,435	\$906,676	\$2,639,882	\$2,705,639
Capital Equip & Projects	\$579,314	\$0	\$0	\$0
Special Projects	\$30,193	\$66,500	\$90,000	\$80,000
Debt Services & Other	\$212,126	\$7,500	\$7,500	\$7,500
Other	\$25,710	\$0	\$0	\$0
Non-Capital Equipment	\$2,005	\$0	\$0	\$5,000
Transfers	\$409	\$0	\$409	\$409
TOTAL	\$25,122,258	\$32,087,142	\$33,098,409	\$36,064,562

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Services Funds	\$18,291,484	\$20,297,138	\$25,414,322	\$29,659,918
General Fund	\$1,274,932	\$675,631	\$836,292	\$836,292
TOTAL	\$19,566,415	\$20,972,769	\$26,250,614	\$30,496,210

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Services Funds	\$17,064,477	\$23,068,371	\$24,784,085	\$27,366,528
General Fund	\$7,908,943	\$9,018,771	\$8,314,325	\$8,698,035
Special Revenue Funds	\$148,838	\$0	\$0	\$0

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$25,122,258	\$32,087,142	\$33,098,409	\$36,064,562

## 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.

### 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.

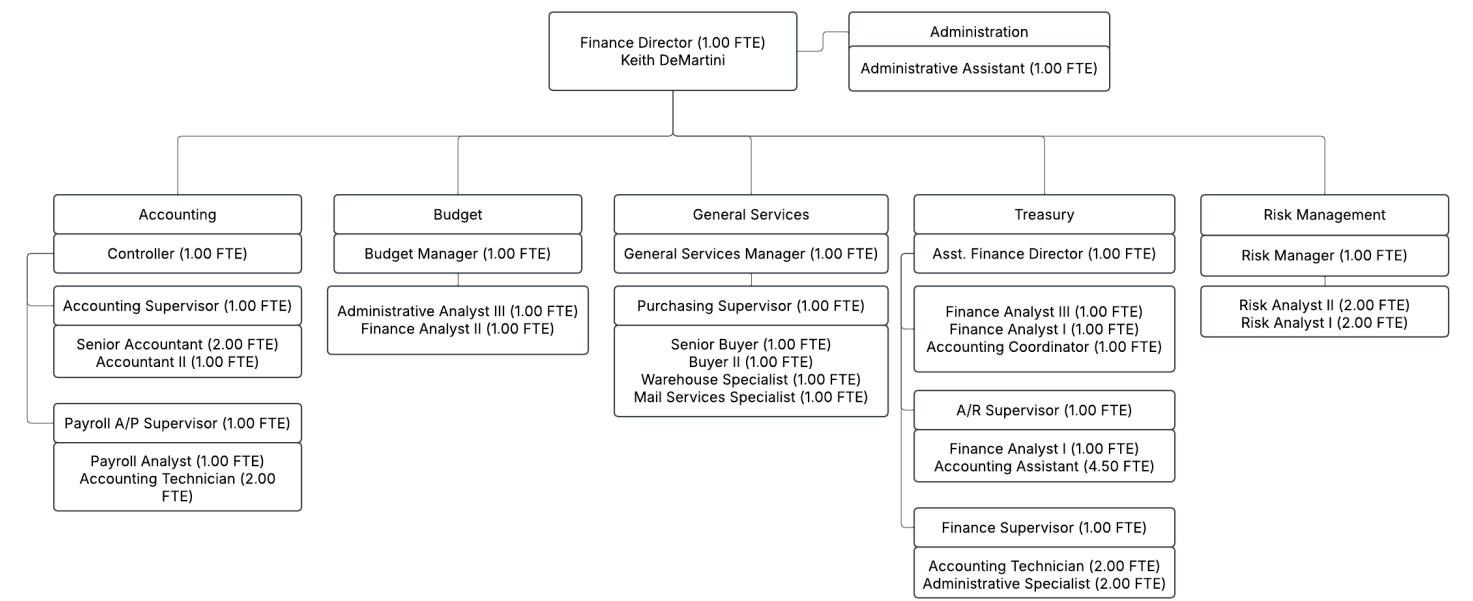
### INNOVATION

- 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	Data Value	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 tax certificate, utility user tax, transient occupancy tax and assessments processed electronically.	Percent	90	0	2026, 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	0	2026, 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	0	2026, 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	0	2026, 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	0	2026, 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	0	2026, Baseline
Organizational Optimization	Foster accountability and transparency in order to meet community needs and ensure fiscal sustainability for the organization.	Implement strategy-based budgeting practices in line with the City's strategic plan.	Percent	100	0	2026, Baseline

Pillar	Department Goal	Performance Measure	Unit of Measure	Target	Data Value	Reporting Period
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	0	2026, Baseline
				695	0	

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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$10,985	\$92	\$92	\$92
Expenses	\$1,280,023	\$1,201,404	\$1,245,821	\$1,260,869
REVENUES LESS EXPENSES	-\$1,269,038	-\$1,201,312	-\$1,245,729	-\$1,260,777

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$10,985	\$92	\$92	\$92
TOTAL	\$10,985	\$92	\$92	\$92

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$678,718	\$624,607	\$669,153	\$698,090
Benefits	\$281,339	\$338,922	\$310,213	\$322,946
Supplies & Services	\$256,607	\$179,680	\$158,752	\$167,435
Allocated Costs	\$48,137	\$58,195	\$67,703	\$72,397
Special Projects	\$0	\$0	\$40,000	\$0
Capital Equip & Projects	\$10,869	\$0	\$0	\$0
Debt Services & Other	\$4,354	\$0	\$0	\$0
TOTAL	\$1,280,023	\$1,201,404	\$1,245,821	\$1,260,869

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$283,413	\$322,963	\$311,736	\$329,867
<b>REVENUES LESS EXPENSES</b>	<b>-\$283,413</b>	<b>-\$322,963</b>	<b>-\$311,736</b>	<b>-\$329,867</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$171,414	\$168,177	\$183,742	\$197,211
<b>Benefits</b>	\$83,228	\$98,372	\$90,188	\$93,250
<b>Supplies &amp; Services</b>	\$16,028	\$41,370	\$21,020	\$21,020
<b>Allocated Costs</b>	\$12,075	\$15,044	\$16,786	\$18,386
<b>Non-Capital Equipment</b>	\$669	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$283,413</b>	<b>\$322,963</b>	<b>\$311,736</b>	<b>\$329,867</b>

# Accounts Receivable

*As the City's central revenue and deposit processing center, Accounts Receivable efficiently manages payments for utility bills and vital city revenues like TOT, Business Tax, and UUT .*

## 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$165,864	\$130,539	\$181,200	\$181,200
<b>Expenses</b>	\$1,511,658	\$1,927,300	\$1,684,907	\$1,778,352
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,345,795</b>	<b>-\$1,796,761</b>	<b>-\$1,503,707</b>	<b>-\$1,597,152</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$160,377	\$118,739	\$175,000	\$175,000
<b>Licenses &amp; Permits</b>	\$5,104	\$11,300	\$6,000	\$6,000
<b>Other Revenues</b>	\$382	\$500	\$200	\$200
<b>TOTAL</b>	<b>\$165,864</b>	<b>\$130,539</b>	<b>\$181,200</b>	<b>\$181,200</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$691,268	\$803,409	\$794,617	\$846,190
<b>Benefits</b>	\$377,374	\$470,005	\$411,017	\$427,133
<b>Supplies &amp; Services</b>	\$360,007	\$551,213	\$361,971	\$378,068
<b>Allocated Costs</b>	\$83,009	\$102,673	\$117,302	\$126,961
<b>TOTAL</b>	<b>\$1,511,658</b>	<b>\$1,927,300</b>	<b>\$1,684,907</b>	<b>\$1,778,352</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$568,445	\$0	\$0	\$0
<b>Expenses</b>	\$1,443,280	\$1,383,135	\$1,067,783	\$1,166,105
<b>REVENUES LESS EXPENSES</b>	<b>-\$874,835</b>	<b>-\$1,383,135</b>	<b>-\$1,067,783</b>	<b>-\$1,166,105</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$440,898	\$446,229	\$524,675	\$561,272
<b>Supplies &amp; Services</b>	\$5,014	\$620,987	\$264,278	\$260,298
<b>Benefits</b>	\$207,206	\$240,325	\$231,126	\$242,995
<b>Capital Equip &amp; Projects</b>	\$568,445	\$0	\$0	\$0
<b>Debt Services &amp; Other</b>	\$188,629	\$0	\$0	\$0
<b>Allocated Costs</b>	\$33,088	\$40,594	\$47,704	\$51,540
<b>Special Projects</b>	\$0	\$35,000	\$0	\$50,000
<b>TOTAL</b>	<b>\$1,443,280</b>	<b>\$1,383,135</b>	<b>\$1,067,783</b>	<b>\$1,166,105</b>



# 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.

Package similar stock items together for bidding purposes and track annual cost savings.

Maintain inventory accuracy through monthly cycle counts.

Dispose of surplus City property and track auction proceeds.

Reorder stock as necessary.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$214,592	\$219,433	\$220,475	\$232,833
<b>REVENUES LESS EXPENSES</b>	<b>-\$214,592</b>	<b>-\$219,433</b>	<b>-\$220,475</b>	<b>-\$232,833</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$111,609	\$108,061	\$115,326	\$121,879
<b>Benefits</b>	\$63,936	\$69,250	\$64,859	\$66,720
<b>Allocated Costs</b>	\$37,823	\$38,160	\$36,329	\$40,274
<b>Supplies &amp; Services</b>	\$1,323	\$3,962	\$3,961	\$3,961
<b>Special Projects</b>	-\$100	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$214,592</b>	<b>\$219,433</b>	<b>\$220,475</b>	<b>\$232,833</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$432,091	\$450,000	\$480,000	\$480,000
<b>Expenses</b>	\$832,908	\$935,427	\$928,460	\$939,561
<b>REVENUES LESS EXPENSES</b>	<b>-\$400,817</b>	<b>-\$485,427</b>	<b>-\$448,460</b>	<b>-\$459,561</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fines &amp; Forfeitures</b>	\$432,091	\$450,000	\$480,000	\$480,000
<b>TOTAL</b>	<b>\$432,091</b>	<b>\$450,000</b>	<b>\$480,000</b>	<b>\$480,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$418,793	\$444,974	\$453,139	\$473,438
<b>Benefits</b>	\$181,808	\$256,372	\$228,106	\$235,068
<b>Supplies &amp; Services</b>	\$193,944	\$187,220	\$175,370	\$175,468
<b>Allocated Costs</b>	\$38,363	\$46,861	\$51,845	\$55,587
<b>Special Projects</b>	\$0	\$0	\$20,000	\$0
<b>TOTAL</b>	<b>\$832,908</b>	<b>\$935,427</b>	<b>\$928,460</b>	<b>\$939,561</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$77,688	\$70,000	\$150,000	\$150,000
<b>Expenses</b>	\$364,552	\$445,988	\$342,626	\$367,861
<b>REVENUES LESS EXPENSES</b>	<b>-\$286,863</b>	<b>-\$375,988</b>	<b>-\$192,626</b>	<b>-\$217,861</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$77,688	\$70,000	\$150,000	\$150,000
<b>TOTAL</b>	<b>\$77,688</b>	<b>\$70,000</b>	<b>\$150,000</b>	<b>\$150,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$166,449	\$174,731	\$110,729	\$118,538
<b>Benefits</b>	\$83,376	\$95,281	\$86,477	\$89,331
<b>Allocated Costs</b>	\$63,182	\$73,199	\$87,584	\$99,470
<b>Supplies &amp; Services</b>	\$13,554	\$65,277	\$20,336	\$23,022
<b>Special Projects</b>	\$30,262	\$30,000	\$30,000	\$30,000
<b>Debt Services &amp; Other</b>	\$7,728	\$7,500	\$7,500	\$7,500
<b>TOTAL</b>	<b>\$364,552</b>	<b>\$445,988</b>	<b>\$342,626</b>	<b>\$367,861</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$4,897,856	\$5,171,602	\$6,875,351	\$8,168,999
Expenses	\$7,133,327	\$9,122,209	\$10,627,773	\$11,729,564
REVENUES LESS EXPENSES	-\$2,235,471	-\$3,950,607	-\$3,752,422	-\$3,560,565

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$4,574,948	\$5,171,602	\$6,875,351	\$8,168,999
Other Revenues	\$322,908	\$0	\$0	\$0
TOTAL	\$4,897,856	\$5,171,602	\$6,875,351	\$8,168,999

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$6,651,881	\$8,585,113	\$8,488,578	\$9,576,751
Allocated Costs	\$244,613	\$252,312	\$1,869,856	\$1,870,783
Salaries	\$162,608	\$201,971	\$189,482	\$197,414
Benefits	\$73,769	\$82,813	\$79,856	\$82,617
Non-Capital Equipment	\$456	\$0	\$0	\$2,000
TOTAL	\$7,133,327	\$9,122,209	\$10,627,773	\$11,729,564

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$166,385	\$185,422	\$185,000	\$192,266
<b>REVENUES LESS EXPENSES</b>	<b>-\$166,385</b>	<b>-\$185,422</b>	<b>-\$185,000</b>	<b>-\$192,266</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$87,588	\$85,132	\$88,969	\$94,192
<b>Benefits</b>	\$46,871	\$58,365	\$54,358	\$55,795
<b>Allocated Costs</b>	\$17,236	\$15,770	\$20,401	\$21,006
<b>Supplies &amp; Services</b>	\$5,186	\$26,155	\$21,273	\$21,273
<b>Debt Services &amp; Other</b>	\$9,504	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$166,385</b>	<b>\$185,422</b>	<b>\$185,000</b>	<b>\$192,266</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$304,184	\$361,744	\$361,744	\$361,744
<b>Expenses</b>	\$300,671	\$452,286	\$668,854	\$525,442
<b>REVENUES LESS EXPENSES</b>	<b>\$3,513</b>	<b>-\$90,542</b>	<b>-\$307,110</b>	<b>-\$163,698</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$304,184	\$361,744	\$361,744	\$361,744
<b>TOTAL</b>	<b>\$304,184</b>	<b>\$361,744</b>	<b>\$361,744</b>	<b>\$361,744</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$77,231	\$213,455	\$338,890	\$178,890
<b>Salaries</b>	\$137,793	\$142,432	\$221,108	\$234,157
<b>Benefits</b>	\$71,426	\$79,325	\$94,623	\$97,484
<b>Allocated Costs</b>	\$14,220	\$17,074	\$14,234	\$14,910
<b>TOTAL</b>	<b>\$300,671</b>	<b>\$452,286</b>	<b>\$668,854</b>	<b>\$525,442</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$19,858	\$25,000	\$25,000	\$25,000
Expenses	\$511,577	\$515,708	\$519,768	\$554,922
REVENUES LESS EXPENSES	-\$491,719	-\$490,708	-\$494,768	-\$529,922

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$19,858	\$25,000	\$25,000	\$25,000
TOTAL	\$19,858	\$25,000	\$25,000	\$25,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$315,372	\$298,073	\$310,506	\$336,422
Benefits	\$155,921	\$172,391	\$155,183	\$161,141

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Allocated Costs	\$30,105	\$36,674	\$45,708	\$48,989
Supplies & Services	\$9,299	\$8,570	\$8,370	\$8,370
Non-Capital Equipment	\$880	\$0	\$0	\$0
TOTAL	\$511,577	\$515,708	\$519,768	\$554,922



# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$808,397	\$838,022	\$858,216	\$914,609
<b>REVENUES LESS EXPENSES</b>	<b>-\$808,397</b>	<b>-\$838,022</b>	<b>-\$858,216</b>	<b>-\$914,609</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$455,492	\$449,449	\$464,214	\$501,364
<b>Benefits</b>	\$221,525	\$246,774	\$224,557	\$232,428
<b>Allocated Costs</b>	\$120,617	\$125,657	\$154,856	\$165,974
<b>Supplies &amp; Services</b>	\$10,762	\$14,642	\$14,588	\$14,842
<b>Special Projects</b>	\$0	\$1,500	\$0	\$0
<b>TOTAL</b>	<b>\$808,397</b>	<b>\$838,022</b>	<b>\$858,216</b>	<b>\$914,609</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$640,995	\$1,043,875	\$949,533	\$960,791
<b>REVENUES LESS EXPENSES</b>	<b>-\$640,995</b>	<b>-\$1,043,875</b>	<b>-\$949,533</b>	<b>-\$960,791</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$329,649	\$421,505	\$359,279	\$374,448
<b>Supplies &amp; Services</b>	\$118,432	\$344,115	\$369,128	\$356,201
<b>Benefits</b>	\$155,073	\$235,012	\$169,168	\$174,762
<b>Allocated Costs</b>	\$37,840	\$43,243	\$51,957	\$55,381
<b>TOTAL</b>	<b>\$640,995</b>	<b>\$1,043,875</b>	<b>\$949,533</b>	<b>\$960,791</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$7,118,036	\$8,073,370	\$9,615,942	\$11,345,613
Expenses	\$4,712,863	\$5,646,845	\$5,779,889	\$6,993,786
REVENUES LESS EXPENSES	\$2,405,173	\$2,426,525	\$3,836,053	\$4,351,827

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$6,807,944	\$7,993,370	\$9,463,942	\$11,190,613
Use Of Money & Prpty	\$310,092	\$80,000	\$152,000	\$155,000
TOTAL	\$7,118,036	\$8,073,370	\$9,615,942	\$11,345,613

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$4,521,545	\$5,473,614	\$5,603,270	\$6,822,119
Salaries	\$101,585	\$104,181	\$110,995	\$103,530
Benefits	\$50,330	\$55,522	\$55,167	\$57,207
Allocated Costs	\$11,374	\$13,528	\$10,049	\$10,520
Other	\$25,710	\$0	\$0	\$0
Debt Services & Other	\$1,910	\$0	\$0	\$0
Transfers	\$409	\$0	\$409	\$409

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$4,712,863	\$5,646,845	\$5,779,889	\$6,993,786

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$5,971,408	\$6,690,422	\$8,561,285	\$9,783,562
Expenses	\$4,917,615	\$7,847,031	\$7,707,569	\$8,117,736
REVENUES LESS EXPENSES	\$1,053,792	-\$1,156,609	\$853,716	\$1,665,826

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$5,971,408	\$6,690,422	\$8,561,285	\$9,783,562
TOTAL	\$5,971,408	\$6,690,422	\$8,561,285	\$9,783,562

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$4,522,586	\$7,521,419	\$7,330,221	\$7,717,309

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$193,294	\$194,214	\$229,131	\$239,896
Benefits	\$177,953	\$103,800	\$100,650	\$104,070
Allocated Costs	\$23,752	\$27,598	\$47,567	\$53,461
Non-Capital Equipment	\$0	\$0	\$0	\$3,000
Special Projects	\$31	\$0	\$0	\$0
TOTAL	\$4,917,615	\$7,847,031	\$7,707,569	\$8,117,736

# 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 12,136 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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Fire Department	105	105	105	105
<b>FTE COUNT</b>	<b>105</b>	<b>105</b>	<b>105</b>	<b>105</b>

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$5,781,017	\$6,450,177	\$6,773,733	\$7,036,217
Expenses	\$38,473,856	\$43,028,850	\$45,536,442	\$46,623,475
REVENUES LESS EXPENSES	-\$32,692,839	-\$36,578,673	-\$38,762,709	-\$39,587,258

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$3,763,163	\$3,567,097	\$4,501,212	\$4,763,696
Intergovernmental	\$1,219,462	\$2,075,709	\$1,500,000	\$1,500,000
Other Revenues	\$545,758	\$532,521	\$532,521	\$532,521
Taxes	\$217,783	\$240,000	\$240,000	\$240,000
Use Of Money & Prpty	\$34,850	\$34,850	\$0	\$0
TOTAL	\$5,781,017	\$6,450,177	\$6,773,733	\$7,036,217

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$19,379,417	\$21,350,671	\$20,683,824	\$21,740,876
Benefits	\$12,324,241	\$14,250,016	\$14,888,114	\$15,632,861
Allocated Costs	\$4,138,536	\$4,415,883	\$5,031,796	\$5,216,541
Supplies & Services	\$1,307,376	\$1,456,059	\$1,050,430	\$900,918
Non-Capital Equipment	\$229,906	\$345,399	\$1,862,818	\$1,862,818
Capital Equip & Projects	\$290,447	\$840,444	\$1,170,000	\$1,170,000
Special Projects	\$145,014	\$161,493	\$844,536	\$94,536
Transfers	\$653,364	\$203,960	\$0	\$0
Debt Services & Other	\$5,556	\$4,925	\$4,925	\$4,925
TOTAL	\$38,473,856	\$43,028,850	\$45,536,442	\$46,623,475

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$5,246,613	\$5,740,176	\$6,474,291	\$6,736,775
Special Revenue Funds	\$499,554	\$675,151	\$299,442	\$299,442
Internal Services Funds	\$34,850	\$34,850	\$0	\$0
TOTAL	\$5,781,017	\$6,450,177	\$6,773,733	\$7,036,217

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$37,464,064	\$40,356,133	\$42,380,676	\$43,559,584
Measure C - Capital	\$240,871	\$788,371	\$2,720,000	\$2,720,000
Special Revenue Funds	\$747,123	\$1,604,787	\$435,766	\$343,891



	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Services Funds	\$0	\$231,150	\$0	\$0
General Fund-Capital	\$21,798	\$48,409	\$0	\$0
<b>TOTAL</b>	<b>\$38,473,856</b>	<b>\$43,028,850</b>	<b>\$45,536,442</b>	<b>\$46,623,475</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.

### 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.

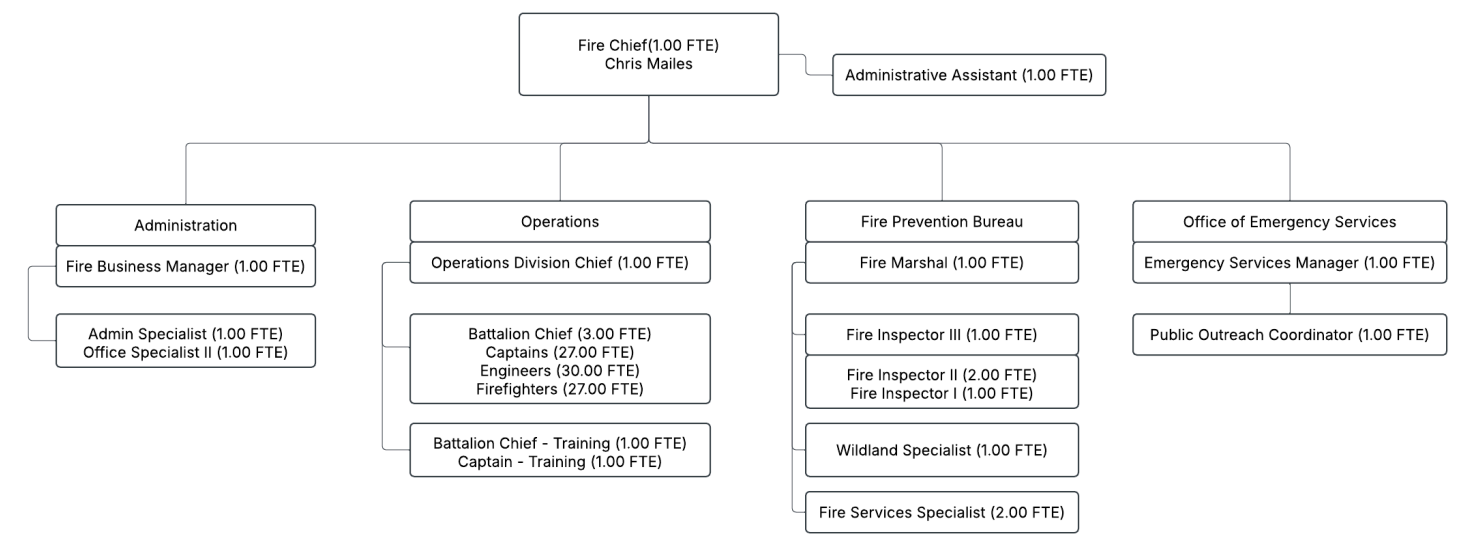
### INNOVATION

- 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	2026, Baseline
Innovation	Provide professional and timely delivery of services to our whole community	Conduct 25 outreach events within the community	Numeric Value	25	2026, 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	2026, Baseline
Organizational Optimization	Strengthen the SBFD's sustainability and community resilience	Complete 14 miles of vegetation road clearance within the WFSAD	Numeric Value	14	2026, 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	2026, Baseline
Organizational Optimization	Strengthen the SBFD's sustainability and community resilience	Inspect 90% of high risk residential facilities annually	Percent	90	2026, 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	2026, Baseline
Thriving Workforce	Diligently establish a healthy, safe, and productive culture	75% of staff participating in annual Health Physical Exam	Percent	75	2026, Baseline
Thriving Workforce	Support and foster opportunities for personal growth and professional development	Provide quarterly EOC training for City staff and volunteers assigned to the EOC	Numeric Value	4	2026, Baseline

Pillar	Department Goal	Performance Measure	Unit of Measure	Target	Reporting Period
				1,577	

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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$3,262,654	\$3,157,196	\$3,973,011	\$4,235,495
<b>Expenses</b>	\$3,363,171	\$3,664,437	\$4,090,031	\$4,258,741
<b>REVENUES LESS EXPENSES</b>	<b>-\$100,517</b>	<b>-\$507,241</b>	<b>-\$117,020</b>	<b>-\$23,246</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$3,262,654	\$3,157,196	\$3,973,011	\$4,235,495
<b>TOTAL</b>	<b>\$3,262,654</b>	<b>\$3,157,196</b>	<b>\$3,973,011</b>	<b>\$4,235,495</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,977,059	\$1,852,988	\$1,941,127	\$2,003,971
<b>Benefits</b>	\$1,317,308	\$1,732,673	\$2,056,351	\$2,155,822
<b>Allocated Costs</b>	\$57,938	\$72,881	\$86,658	\$93,054
<b>Supplies &amp; Services</b>	\$10,866	\$5,895	\$5,895	\$5,895
<b>TOTAL</b>	<b>\$3,363,171</b>	<b>\$3,664,437</b>	<b>\$4,090,031</b>	<b>\$4,258,741</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$320	\$0	\$0	\$0
<b>Expenses</b>	\$421,120	\$468,194	\$543,168	\$512,267
<b>REVENUES LESS EXPENSES</b>	<b>-\$420,800</b>	<b>-\$468,194</b>	<b>-\$543,168</b>	<b>-\$512,267</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$320	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$320</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$226,492	\$244,325	\$268,793	\$279,656
<b>Benefits</b>	\$138,604	\$152,748	\$145,136	\$152,248
<b>Supplies &amp; Services</b>	\$30,117	\$34,070	\$84,070	\$34,070
<b>Allocated Costs</b>	\$25,907	\$37,051	\$45,170	\$46,292
<b>TOTAL</b>	<b>\$421,120</b>	<b>\$468,194</b>	<b>\$543,168</b>	<b>\$512,267</b>

# 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, and correspondence.

Manage department computer and telecommunications networks.

Facilitate procurement, order supplies and uniforms, act as accounts payable, and reconcile credit cards.

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.

Seek and administer grant funding.

Support Training Division by managing travel authorizations, arrangements, and expense reports.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$217,783	\$240,000	\$240,000	\$240,000
<b>Expenses</b>	\$1,851,062	\$2,013,891	\$1,620,294	\$2,027,965
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,633,279</b>	<b>-\$1,773,891</b>	<b>-\$1,380,294</b>	<b>-\$1,787,965</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Taxes</b>	\$217,783	\$240,000	\$240,000	\$240,000
<b>TOTAL</b>	<b>\$217,783</b>	<b>\$240,000</b>	<b>\$240,000</b>	<b>\$240,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Allocated Costs</b>	\$659,500	\$676,706	\$863,509	\$923,777
<b>Benefits</b>	\$491,889	\$625,063	\$677,230	\$708,478
<b>Salaries</b>	\$655,948	\$664,861	\$52,161	\$367,828
<b>Supplies &amp; Services</b>	\$21,927	\$26,961	\$27,394	\$27,881
<b>Special Projects</b>	\$21,798	\$0	\$0	\$0
<b>Capital Equip &amp; Projects</b>	\$0	\$20,300	\$0	\$0
<b>TOTAL</b>	<b>\$1,851,062</b>	<b>\$2,013,891</b>	<b>\$1,620,294</b>	<b>\$2,027,965</b>

# 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.

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

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

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$500,189	\$409,901	\$528,201	\$528,201
<b>Expenses</b>	\$1,247,679	\$1,355,007	\$1,516,456	\$1,610,210
<b>REVENUES LESS EXPENSES</b>	<b>-\$747,490</b>	<b>-\$945,106</b>	<b>-\$988,255</b>	<b>-\$1,082,009</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$500,189	\$409,901	\$528,201	\$528,201
<b>TOTAL</b>	<b>\$500,189</b>	<b>\$409,901</b>	<b>\$528,201</b>	<b>\$528,201</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$605,154	\$717,659	\$784,343	\$843,241
<b>Benefits</b>	\$476,849	\$437,601	\$502,725	\$528,975
<b>Allocated Costs</b>	\$134,811	\$163,934	\$193,573	\$202,179
<b>Supplies &amp; Services</b>	\$30,865	\$35,813	\$35,815	\$35,815
<b>TOTAL</b>	<b>\$1,247,679</b>	<b>\$1,355,007</b>	<b>\$1,516,456</b>	<b>\$1,610,210</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$21,884	\$0	\$0	\$0
Expenses	\$956,394	\$1,700,958	\$1,713,641	\$1,002,705
REVENUES LESS EXPENSES	-\$934,510	-\$1,700,958	-\$1,713,641	-\$1,002,705

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$21,884	\$0	\$0	\$0
TOTAL	\$21,884	\$0	\$0	\$0

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$479,074	\$805,526	\$535,281	\$558,658
Benefits	\$341,486	\$579,041	\$296,065	\$310,932
Special Projects	\$0	\$50,000	\$750,000	\$0
Supplies & Services	\$80,262	\$212,886	\$68,886	\$68,886
Allocated Costs	\$55,555	\$53,505	\$63,408	\$64,230
Non-Capital Equipment	\$18	\$0	\$0	\$0
TOTAL	\$956,394	\$1,700,958	\$1,713,641	\$1,002,705

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$1,300,516	\$1,967,929	\$1,733,079	\$1,733,079
Expenses	\$29,248,852	\$31,772,923	\$35,219,169	\$36,455,408
REVENUES LESS EXPENSES	-\$27,948,336	-\$29,804,994	-\$33,486,090	-\$34,722,329

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$1,035,722	\$1,700,000	\$1,500,000	\$1,500,000
Other Revenues	\$229,944	\$233,079	\$233,079	\$233,079
Use Of Money & Prpty	\$34,850	\$34,850	\$0	\$0
TOTAL	\$1,300,516	\$1,967,929	\$1,733,079	\$1,733,079

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$15,005,216	\$15,787,418	\$16,794,102	\$17,365,504
Benefits	\$9,360,307	\$10,348,564	\$11,054,751	\$11,614,683
Allocated Costs	\$3,132,118	\$3,331,080	\$3,680,849	\$3,785,753
Non-Capital Equipment	\$229,888	\$345,399	\$1,862,818	\$1,862,818
Capital Equip & Projects	\$240,871	\$816,480	\$1,170,000	\$1,170,000
Supplies & Services	\$676,533	\$940,022	\$656,649	\$656,649
Transfers	\$598,364	\$203,960	\$0	\$0
Debt Services & Other	\$5,556	\$0	\$0	\$0
TOTAL	\$29,248,852	\$31,772,923	\$35,219,169	\$36,455,408



# 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.

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

Maintain collaboration with Parks and Recreation to restore, mitigate, and fortify city owned parks and open spaces against wildfire.

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

Engage property owners and residents in wildland fire safety and preparedness through defensible space and home hardening evaluations.

Influence defensible space through landscape development standards and code enforcement.

Attend speaking engagements to educate the public in wildfire preparedness and opportunities for community engagement.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$477,670	\$675,151	\$299,442	\$299,442
Expenses	\$1,385,576	\$2,053,440	\$833,684	\$756,179
REVENUES LESS EXPENSES	-\$907,906	-\$1,378,289	-\$534,242	-\$456,737

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$315,814	\$299,442	\$299,442	\$299,442
Intergovernmental	\$161,856	\$375,709	\$0	\$0
TOTAL	\$477,670	\$675,151	\$299,442	\$299,442

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$430,474	\$1,277,894	\$308,017	\$322,018
Supplies & Services	\$456,806	\$200,412	\$171,722	\$71,722
Benefits	\$197,798	\$374,326	\$155,857	\$161,723
Special Projects	\$123,216	\$111,493	\$94,536	\$94,536
Allocated Costs	\$72,707	\$80,726	\$98,628	\$101,256
Transfers	\$55,000	\$0	\$0	\$0
Capital Equip & Projects	\$49,576	\$3,664	\$0	\$0
Debt Services & Other	\$0	\$4,925	\$4,925	\$4,925

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$1,385,576	\$2,053,440	\$833,684	\$756,179

# 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.

- **Post-Employment Benefits**

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$210,258,743	\$184,025,767	\$200,819,224	\$206,993,271
Expenses	\$48,740,700	\$114,515	\$4,910,569	\$4,954,909
REVENUES LESS EXPENSES	\$161,518,044	\$183,911,252	\$195,908,655	\$202,038,362

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Taxes				
Property Taxes	\$48,672,111	\$51,000,000	\$53,581,500	\$56,260,575
Measure C Sales Tax	\$31,201,789	\$31,600,000	\$34,235,000	\$35,090,875
Sales and Use Tax	\$28,783,803	\$29,970,000	\$31,345,000	\$32,049,000
Transient Occupancy Tax	\$26,833,855	\$29,300,000	\$29,561,000	\$30,447,830
Measure I Sales Tax	\$0	\$3,000,000	\$15,100,000	\$15,477,500
Utility Users Tax	\$8,494,176	\$8,200,000	\$8,200,000	\$8,446,000
Business License	\$2,860,012	\$2,900,000	\$2,958,000	\$3,017,160
Cannabis Excise Tax	\$1,311,001	\$1,030,000	\$1,000,000	\$1,000,000
Real Property Transfer Tax	\$837,750	\$910,000	\$1,000,000	\$1,273,080
TAXES TOTAL	\$148,994,496	\$157,910,000	\$176,980,500	\$183,062,020
Internal Charges	\$46,410,098	\$11,074,072	\$13,732,393	\$13,764,920
Other Revenues	\$6,997,469	\$12,487,804	\$7,520,940	\$7,520,940
Use Of Money & Prpty	\$4,350,089	\$2,478,891	\$2,510,391	\$2,570,391
Intergovernmental	\$3,284,321	\$75,000	\$75,000	\$75,000
Fines & Forfeitures	\$218,063	\$0	\$0	\$0
Fees & Service Charges	\$4,207	\$0	\$0	\$0
TOTAL	\$210,258,743	\$184,025,767	\$200,819,224	\$206,993,271

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Transfers	\$47,567,824	\$5,914,015	\$4,617,586	\$4,582,640
Debt Services & Other	\$0	\$200,500	\$500,000	\$500,000
Benefits	\$913,642	\$0	\$14,912	\$15,134
Allocated Costs	\$0	\$0	\$324,117	\$375,208
Special Projects	\$259,234	\$0	\$0	\$0
Salaries	\$0	-\$6,000,000	-\$546,046	-\$518,073
TOTAL	\$48,740,700	\$114,515	\$4,910,569	\$4,954,909

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$171,982,922	\$150,957,267	\$165,855,198	\$171,140,843
Measure C - Capital	\$33,501,239	\$31,600,000	\$34,235,000	\$35,090,875
Internal Services Funds	\$5,778,415	\$3,552,618	\$3,578,755	\$3,699,393
General Fund-Capital	\$3,645,000	\$1,330,000	\$575,026	\$607,553

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Private Purpose Trust Funds	\$699,937	\$138,500	\$0	\$0
Special Revenue Funds	\$392,604	\$0	\$154,000	\$154,000
Enterprise Funds	\$29,538	\$0	\$0	\$0
Agency Funds	\$1,367	\$0	\$0	\$0
Fiduciary Funds	\$24	\$0	\$0	\$0
TOTAL	\$216,031,046	\$187,578,385	\$204,397,979	\$210,692,664

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$46,722,057	\$114,515	\$4,785,543	\$4,797,356
Internal Services Funds	\$3,776,259	\$0	\$1,000,000	\$1,000,000
Enterprise Funds	\$429,632	\$0	\$0	\$0
Special Revenue Funds	\$288,576	\$0	\$0	\$0
General Fund-Capital	\$0	\$0	\$125,026	\$157,553
Private Purpose Trust Funds	\$199,552	\$0	\$0	\$0
Agency Funds	\$59,682	\$0	\$0	\$0
Fiduciary Funds	\$4,525	\$0	\$0	\$0
TOTAL	\$51,480,282	\$114,515	\$5,910,569	\$5,954,909

# Post - Employment Benefits

## PROGRAM ACTIVITIES

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

Allocate the annual required contributions for post-employment benefits.

# FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$5,772,302	\$3,552,618	\$3,578,755	\$3,699,393
Expenses	\$2,739,583	\$0	\$1,000,000	\$1,000,000
REVENUES LESS EXPENSES	\$3,032,720	\$3,552,618	\$2,578,755	\$2,699,393

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$5,771,966	\$3,552,618	\$3,578,755	\$3,699,393
Other Revenues	\$336	\$0	\$0	\$0
TOTAL	\$5,772,302	\$3,552,618	\$3,578,755	\$3,699,393

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Benefits	\$890,470	\$0	\$1,000,000	\$1,000,000
Salaries	\$1,842,607	\$0	\$0	\$0
Transfers	\$6,506	\$0	\$0	\$0
TOTAL	\$2,739,583	\$0	\$1,000,000	\$1,000,000

# 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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Human Resources Department	11	11	11	11
<b>FTE COUNT</b>	<b>11</b>	<b>11</b>	<b>11</b>	<b>11</b>



# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$14,228	\$15,000	\$15,000	\$15,000
Expenses	\$2,833,669	\$3,038,946	\$2,935,310	\$2,981,829
REVENUES LESS EXPENSES	-\$2,819,441	-\$3,023,946	-\$2,920,310	-\$2,966,829

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$14,228	\$15,000	\$15,000	\$15,000
TOTAL	\$14,228	\$15,000	\$15,000	\$15,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$1,444,455	\$1,542,432	\$1,579,771	\$1,651,688
Benefits	\$616,914	\$810,644	\$735,970	\$761,696
Supplies & Services	\$583,480	\$460,316	\$341,707	\$277,194
Allocated Costs	\$144,632	\$166,032	\$197,862	\$211,251
Special Projects	\$42,163	\$59,522	\$80,000	\$80,000
Non-Capital Equipment	\$2,025	\$0	\$0	\$0
TOTAL	\$2,833,669	\$3,038,946	\$2,935,310	\$2,981,829

# Revenue & Expenditure Detail By Fund

### Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$14,228	\$15,000	\$15,000	\$15,000
TOTAL	\$14,228	\$15,000	\$15,000	\$15,000

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$2,833,669	\$3,038,946	\$2,935,310	\$2,981,829
TOTAL	\$2,833,669	\$3,038,946	\$2,935,310	\$2,981,829

# 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.

## 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

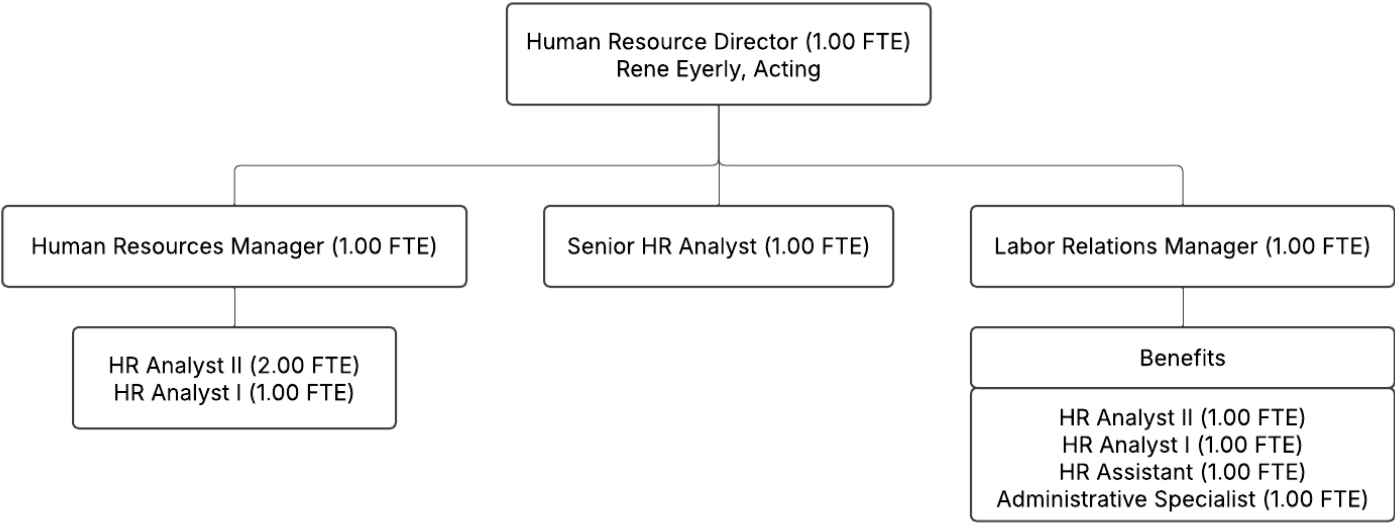
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

## 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	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	4	2026, Baseline
Innovation	Implement reduction or elimination of paper waste	Continuance of NeoGov modules like PERFORM, Learn, Onboard	Percent	50	2026, Baseline
Innovation	Implement reduction or elimination of paper waste	Percent of employees receiving on time 1095c electronically	Percent	100	2026, 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	2026, Baseline
Organizational Optimization	To provide customer service that exceeds expectations and leverages technology that creates solutions that meet organization and community needs	Hourly audit; new classification and salary structure	Numeric Value	2	2026, Baseline
Thriving Workforce	To recruit, retain, and develop a workforce that is dedicated to the Community and the Organization.	Implementation of the Classification and Compensation Study and implementation of a more robust training campaign and program.	Percent	90	2026, Baseline
Thriving Workforce	To recruit, retain, and develop a workforce that is dedicated to the Community and the Organization.	Implement the Total Rewards Philosophy, and a more robust training campaign and program.	Percent	100	2026, Baseline
Thriving Workforce	Grow the BalanceYOU Wellness Program	Percent of employees that participate in at least one element of the Wellness Program	Percent	55	2026, Baseline
Thriving Workforce	Increase Employee Engagement throughout organization	Percent of employees who participate in HR sponsored surveys, events, and workgroups,	Percent	65	2026, Baseline
Thriving Workforce	Move toward health equity across all labor groups	Equal amounts contributed toward health insurance costs regardless of bargaining unit	Percent	100	2026, Baseline
				<b>636</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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$14,228	\$15,000	\$15,000	\$15,000
Expenses	\$2,833,669	\$3,038,946	\$2,935,310	\$2,981,829
REVENUES LESS EXPENSES	-\$2,819,441	-\$3,023,946	-\$2,920,310	-\$2,966,829

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$14,228	\$15,000	\$15,000	\$15,000
TOTAL	\$14,228	\$15,000	\$15,000	\$15,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$1,444,455	\$1,542,432	\$1,579,771	\$1,651,688
Benefits	\$616,914	\$810,644	\$735,970	\$761,696
Supplies & Services	\$583,480	\$460,316	\$341,707	\$277,194

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Allocated Costs	\$144,632	\$166,032	\$197,862	\$211,251
Special Projects	\$42,163	\$59,522	\$80,000	\$80,000
Non-Capital Equipment	\$2,025	\$0	\$0	\$0
TOTAL	\$2,833,669	\$3,038,946	\$2,935,310	\$2,981,829

# 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:

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

## Authorized Positions

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Information Technology	31	35	33	33
<b>FTE COUNT</b>	<b>31</b>	<b>35</b>	<b>33</b>	<b>33</b>

## Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$7,373,631	\$10,393,845	\$11,916,936	\$12,022,304
<b>Expenses</b>	\$7,391,088	\$12,113,940	\$12,598,423	\$12,652,022
<b>REVENUES LESS EXPENSES</b>	<b>-\$17,456</b>	<b>-\$1,720,095</b>	<b>-\$681,487</b>	<b>-\$629,718</b>

#### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$7,373,631	\$10,393,845	\$11,916,936	\$12,022,304
<b>TOTAL</b>	<b>\$7,373,631</b>	<b>\$10,393,845</b>	<b>\$11,916,936</b>	<b>\$12,022,304</b>

#### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$2,777,900	\$3,918,455	\$4,119,528	\$4,400,437
Supplies & Services	\$1,205,165	\$2,688,251	\$2,915,382	\$3,114,948
Benefits	\$1,157,309	\$2,204,916	\$2,015,072	\$2,093,724
Non-Capital Equipment	\$445,235	\$1,738,909	\$1,011,048	\$933,326
Capital Equip & Projects	\$292,678	\$771,298	\$1,692,114	\$1,231,481
Allocated Costs	\$315,109	\$549,101	\$587,243	\$607,168
Transfers	\$240,830	\$242,810	\$257,586	\$270,466
Other	\$907,752	\$0	\$0	\$0
Debt Services & Other	\$48,446	\$0	\$0	\$0
Special Projects	\$663	\$200	\$450	\$473
<b>TOTAL</b>	<b>\$7,391,088</b>	<b>\$12,113,940</b>	<b>\$12,598,423</b>	<b>\$12,652,022</b>

## Revenue & Expenditure Detail By Fund

#### Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Services Funds	\$7,373,631	\$10,393,845	\$11,916,936	\$12,022,304
<b>TOTAL</b>	<b>\$7,373,631</b>	<b>\$10,393,845</b>	<b>\$11,916,936</b>	<b>\$12,022,304</b>

#### Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Services Funds	\$7,391,088	\$12,024,032	\$11,598,423	\$11,652,022
Measure C - Capital	\$0	\$89,908	\$1,000,000	\$1,000,000
<b>TOTAL</b>	<b>\$7,391,088</b>	<b>\$12,113,940</b>	<b>\$12,598,423</b>	<b>\$12,652,022</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.

### 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

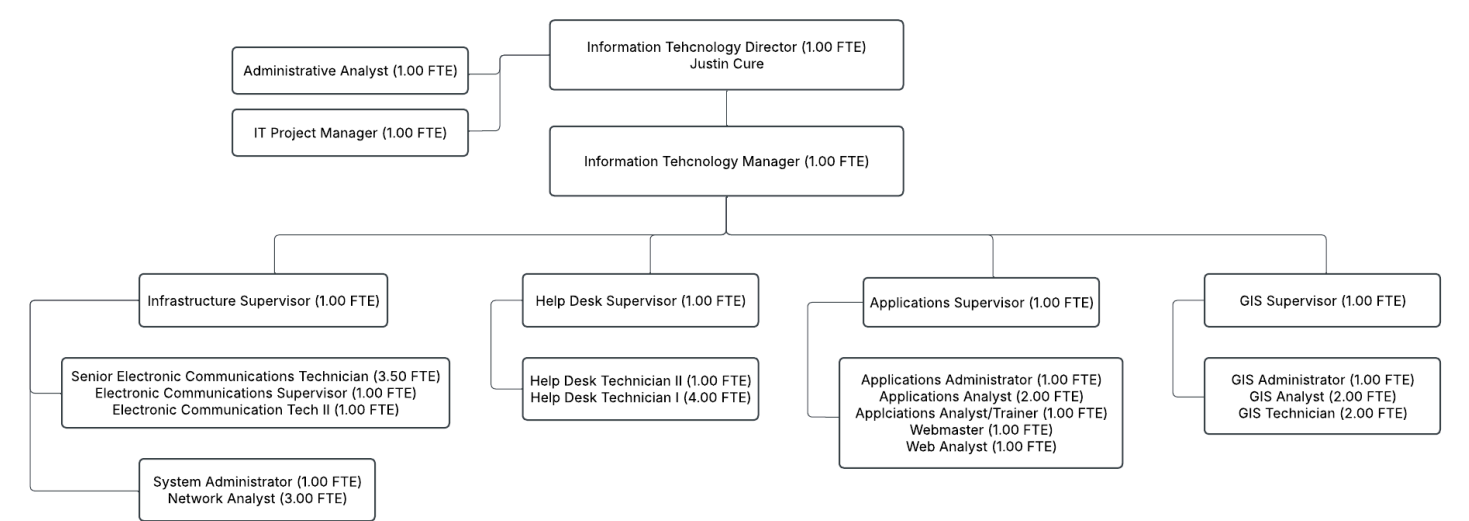
- Organizational efficiencies are identified, and services are being delivered in a quality value-added manner. Government services are also being prioritized in a community-based manner.

## 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	Strategic safeguarding of municipal data and systems.	Maintain an Arctic Wolf Secure Culture Score greater than 79 (Strong)	Numeric Value	79	2026, 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	2026, 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	2026, 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	2026, Baseline
				324	

## 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$42,926	\$2,158,361	\$2,079,311	\$1,948,328
Expenses	\$0	\$2,112,962	\$3,092,673	\$2,828,103
REVENUES LESS EXPENSES	\$42,926	\$45,399	-\$1,013,362	-\$879,775

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$42,926	\$2,158,361	\$2,079,311	\$1,948,328
TOTAL	\$42,926	\$2,158,361	\$2,079,311	\$1,948,328

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$0	\$731,037	\$796,171	\$855,122
Capital Equip & Projects	\$0	\$0	\$1,133,356	\$1,000,000
Benefits	\$0	\$462,878	\$389,714	\$405,901
Non-Capital Equipment	\$0	\$467,540	\$372,540	\$160,167
Supplies & Services	\$0	\$228,179	\$241,939	\$241,944
Allocated Costs	\$0	\$223,328	\$158,954	\$164,969
TOTAL	\$0	\$2,112,962	\$3,092,673	\$2,828,103

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$2,723,976	\$3,470,744	\$3,454,297	\$3,513,524
Expenses	\$2,767,358	\$3,983,474	\$3,683,120	\$3,776,468
REVENUES LESS EXPENSES	-\$43,383	-\$512,730	-\$228,823	-\$262,944

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$2,723,976	\$3,470,744	\$3,454,297	\$3,513,524
TOTAL	\$2,723,976	\$3,470,744	\$3,454,297	\$3,513,524

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$874,238	\$1,247,385	\$1,258,543	\$1,329,381
Supplies & Services	\$502,511	\$1,192,300	\$1,373,230	\$1,481,322
Benefits	\$434,924	\$673,223	\$593,130	\$617,654
Capital Equip & Projects	\$292,678	\$771,298	\$296,758	\$180,988
Other	\$530,118	\$0	\$0	\$0
Allocated Costs	\$96,542	\$97,268	\$159,460	\$165,023
Debt Services & Other	\$36,348	\$0	\$0	\$0
Non-Capital Equipment	\$0	\$2,000	\$2,000	\$2,100
TOTAL	\$2,767,358	\$3,983,474	\$3,683,120	\$3,776,468

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$654,810	\$1,239,692	\$1,586,879	\$1,660,108
Expenses	\$660,282	\$1,507,014	\$1,756,526	\$1,663,947
REVENUES LESS EXPENSES	-\$5,472	-\$267,322	-\$169,647	-\$3,839

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$654,810	\$1,239,692	\$1,586,879	\$1,660,108
TOTAL	\$654,810	\$1,239,692	\$1,586,879	\$1,660,108

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$432,148	\$885,314	\$889,008	\$944,221
Benefits	\$116,016	\$477,894	\$428,739	\$446,829
Supplies & Services	\$22,082	\$103,330	\$144,078	\$151,773
Allocated Costs	\$31,123	\$38,476	\$96,326	\$98,024
Capital Equip & Projects	\$0	\$0	\$142,000	\$0
Non-Capital Equipment	\$0	\$2,000	\$56,375	\$23,100
Other	\$54,456	\$0	\$0	\$0
Debt Services & Other	\$4,457	\$0	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$660,282	\$1,507,014	\$1,756,526	\$1,663,947

# Help Desk

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

## PROGRAM ACTIVITIES

**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.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$0	\$0	\$1,608,017	\$1,687,979
Expenses	\$0	\$0	\$1,259,787	\$1,330,705
REVENUES LESS EXPENSES	\$0	\$0	\$348,230	\$357,274

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$0	\$0	\$1,608,017	\$1,687,979
TOTAL	\$0	\$0	\$1,608,017	\$1,687,979

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$0	\$0	\$700,845	\$751,163
Transfers	\$0	\$0	\$257,586	\$270,466
Benefits	\$0	\$0	\$219,850	\$222,523
Supplies & Services	\$0	\$0	\$73,805	\$78,843
Non-Capital Equipment	\$0	\$0	\$7,500	\$7,500
Special Projects	\$0	\$0	\$200	\$210
TOTAL	\$0	\$0	\$1,259,787	\$1,330,705

# Network Infrastructure

*Provides, manages, and optimizes 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$3,951,920	\$3,525,048	\$3,188,432	\$3,212,365
<b>Expenses</b>	\$3,963,447	\$4,510,490	\$2,806,317	\$3,052,799
<b>REVENUES LESS EXPENSES</b>	<b>-\$11,527</b>	<b>-\$985,442</b>	<b>\$382,115</b>	<b>\$159,566</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$3,951,920	\$3,525,048	\$3,188,432	\$3,212,365
<b>TOTAL</b>	<b>\$3,951,920</b>	<b>\$3,525,048</b>	<b>\$3,188,432</b>	<b>\$3,212,365</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
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	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$680,572	\$1,164,442	\$1,082,330	\$1,161,067
Salaries	\$1,471,514	\$1,054,719	\$474,960	\$520,550
Non-Capital Equipment	\$445,235	\$1,267,369	\$572,633	\$740,459
Benefits	\$606,370	\$590,921	\$383,639	\$400,816
Allocated Costs	\$187,443	\$190,029	\$172,504	\$179,152
Transfers	\$240,830	\$242,810	\$0	\$0
Other	\$323,177	\$0	\$0	\$0
Capital Equip & Projects	\$0	\$0	\$120,000	\$50,493
Debt Services & Other	\$7,641	\$0	\$0	\$0
Special Projects	\$663	\$200	\$250	\$263
<b>TOTAL</b>	<b>\$3,963,447</b>	<b>\$4,510,490</b>	<b>\$2,806,317</b>	<b>\$3,052,799</b>



# Library

*Provide information services, reading materials, educational resources, and cultural enrichment to Santa Barbara community members of all ages.*

## About The Library

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

The Library Department is dedicated to supporting education for all ages, building a community of readers, empowering individuals with free access to information, and connecting people to community resources. We serve all community members, including Black, Indigenous, and people of color, immigrants, and people with disabilities by offering services and educational resources to help transform communities, open minds, and promote inclusion, diversity, equity, and justice.

The Santa Barbara Public Library staff works together to provide free access to a meaningful and relevant collection of books, e-books, and audiobooks, as well as computers and technology. It offers a safe space for people of all ages to enjoy a wide variety of free programs, from early literacy and STEAM activities for kids to career resources and tech classes for adults. The library also supports local artists, celebrates the area's history, and connects the community with valuable resources and services.

The Central and Eastside branch libraries and Library on the Go serve the residents of the City 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 County Library Fund.

The Library is responsible for the following programs:

- **Library Administration**
- **Central Library**
- **Eastside Library**
- **Library Gift Fund**
- **Library on the Go**
- **Montecito Library**

## Authorized Positions

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Library Department	48	48.6	45.6	45.6
<b>FTE COUNT</b>	<b>48</b>	<b>48.6</b>	<b>45.6</b>	<b>45.6</b>

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$4,538,345	\$2,774,751	\$1,492,717	\$1,525,609
Expenses	\$15,437,086	\$13,851,277	\$10,857,207	\$11,441,380
REVENUES LESS EXPENSES	-\$10,898,741	-\$11,076,526	-\$9,364,490	-\$9,915,771

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$1,186,446	\$1,200,434	\$1,231,514	\$1,260,051
Intergovernmental	\$1,419,402	\$1,032,990	\$0	\$0
Other Revenues	\$1,747,863	\$393,552	\$126,000	\$126,000
Internal Charges	\$137,225	\$107,375	\$74,803	\$77,346
Use Of Money & Prpty	\$21,903	\$17,100	\$34,000	\$35,020
Fines & Forfeitures	\$25,507	\$23,300	\$26,400	\$27,192
TOTAL	\$4,538,345	\$2,774,751	\$1,492,717	\$1,525,609

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$4,051,701	\$4,276,899	\$4,846,553	\$5,229,443
Capital Equip & Projects	\$6,082,862	\$3,488,815	\$506,252	\$458,502
Benefits	\$1,822,542	\$2,336,353	\$2,385,414	\$2,488,511
Allocated Costs	\$1,194,356	\$1,314,844	\$1,553,166	\$1,673,266
Supplies & Services	\$738,940	\$1,654,000	\$712,909	\$728,939
Non-Capital Equipment	\$1,419,837	\$615,423	\$708,013	\$710,574
Special Projects	\$126,849	\$148,769	\$144,900	\$152,145
Transfers	\$0	\$16,174	\$0	\$0
TOTAL	\$15,437,086	\$13,851,277	\$10,857,207	\$11,441,380

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Special Revenue Funds	\$3,608,145	\$1,811,387	\$498,834	\$501,611
General Fund	\$930,200	\$963,364	\$993,883	\$1,023,998
TOTAL	\$4,538,345	\$2,774,751	\$1,492,717	\$1,525,609

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$8,049,821	\$8,340,353	\$9,863,079	\$10,481,103
Measure C - Capital	\$4,135,837	\$2,738,950	\$506,252	\$458,502
Special Revenue Funds	\$3,133,576	\$2,630,359	\$487,876	\$501,775
General Fund-Capital	\$114,062	\$134,749	\$0	\$0

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Services Funds	\$3,790	\$6,866	\$0	\$0
<b>TOTAL</b>	<b>\$15,437,086</b>	<b>\$13,851,277</b>	<b>\$10,857,207</b>	<b>\$11,441,380</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.

### 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.

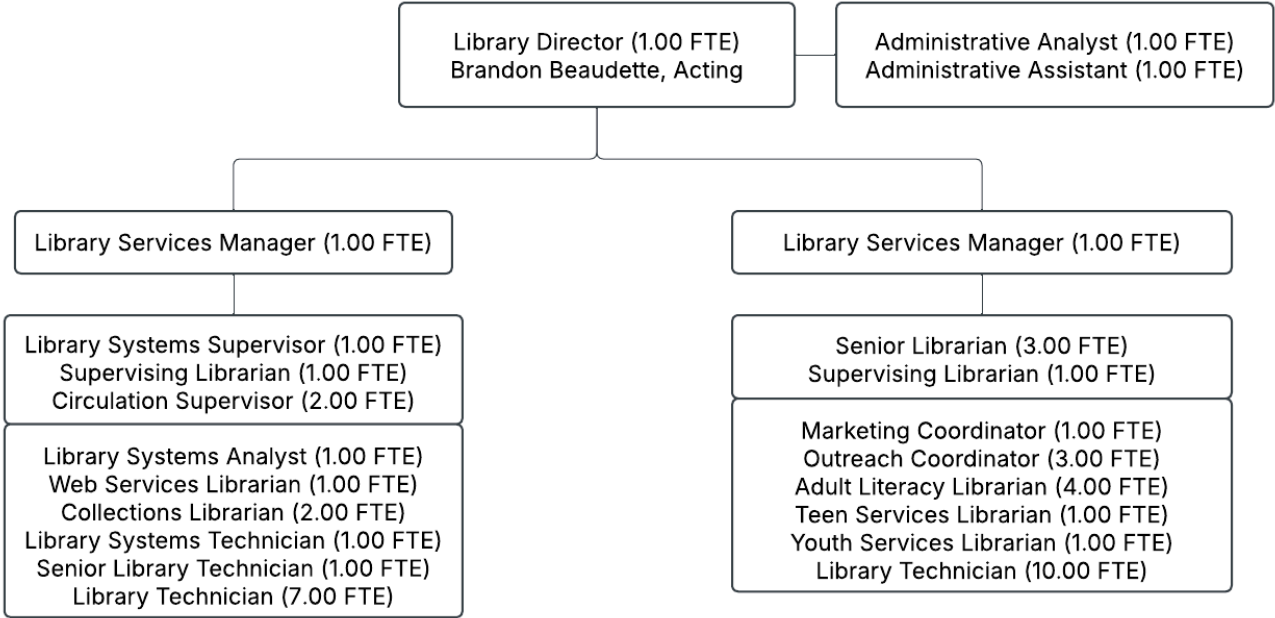
### INNOVATION

- 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	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	4	2026, 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	2026, 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	2026, 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	350	2026, 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	75	2026, Baseline
Organizational Optimization	Leverage Library programs and services to support the business community.	Number of library-organized job fairs	Numeric Value	4	2026, 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	17,000	2026, 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	2026, 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 surveys report satisfaction, clear expectations, and feeling supported by supervisors and library management.	Percent	86	2026, Baseline
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	2026, Baseline
				17,822	

Department Organizational Chart



# Library Administration

## PROGRAM ACTIVITIES

Library Administration supports all SBPL branches and is responsible for strategic partnerships, facilities maintenance coordination, personnel management, and employee appreciation and engagement. Administrative staff produce local, state, and national reports, manage grants and budget processes, and participate in interdepartmental projects.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$78,526	\$91,201	\$74,803	\$77,346
<b>Expenses</b>	\$5,241,069	\$3,543,255	\$1,586,607	\$1,709,143
<b>REVENUES LESS EXPENSES</b>	<b>-\$5,162,543</b>	<b>-\$3,452,054</b>	<b>-\$1,511,804</b>	<b>-\$1,631,797</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$78,526	\$91,201	\$74,803	\$77,346
<b>TOTAL</b>	<b>\$78,526</b>	<b>\$91,201</b>	<b>\$74,803</b>	<b>\$77,346</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Capital Equip &amp; Projects</b>	\$4,185,514	\$2,352,851	\$506,252	\$458,502
<b>Allocated Costs</b>	\$319,877	\$379,765	\$454,389	\$529,205
<b>Salaries</b>	\$403,992	\$426,173	\$247,504	\$325,675
<b>Benefits</b>	\$189,390	\$215,078	\$211,047	\$220,614
<b>Special Projects</b>	\$126,833	\$148,769	\$144,900	\$152,145
<b>Supplies &amp; Services</b>	\$15,464	\$20,619	\$22,515	\$23,002
<b>TOTAL</b>	<b>\$5,241,069</b>	<b>\$3,543,255</b>	<b>\$1,586,607</b>	<b>\$1,709,143</b>

# Central Library

*Serve as the hub of operations for the Santa Barbara Public Library System, providing information services, programming, and equal access to materials for all library cardholders and community members to promote reading and lifelong learning.*

## KEY OPERATIONS

- Providing access to meaningful and relevant physical and digital materials – including books, ebooks, and audiobooks – to meet community needs and preferences.
- Managing the library's physical and digital catalog through the integrated library system and ensuring the availability of downloadable materials and databases at all branches.
- Maintaining a safe space for people of all ages and backgrounds.
- Offering a variety of creative programming opportunities and classes for all ages.
- Providing quality reference assistance and reader's advisory for library visitors, by phone, and online via the library's website.
- Coordinating Adult Literacy services across all branches.
- Offering workforce development activities through the SBPL Works! Program.
- Running a youth summer reading and learning program to promote reading and support community education, helping prevent summer learning loss.
- Organizing an adult summer reading program to encourage literacy, support arts and culture, and foster community engagement.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$3,944,461	\$2,125,290	\$909,680	\$936,970
<b>Expenses</b>	\$8,833,038	\$8,447,678	\$7,659,841	\$8,043,894
<b>REVENUES LESS EXPENSES</b>	<b>-\$4,888,578</b>	<b>-\$6,322,388</b>	<b>-\$6,750,161</b>	<b>-\$7,106,924</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$802,598	\$831,763	\$857,680	\$883,410
<b>Intergovernmental</b>	\$1,419,402	\$987,006	\$0	\$0
<b>Other Revenues</b>	\$1,622,105	\$267,552	\$0	\$0
<b>Use Of Money &amp; Prpty</b>	\$20,381	\$15,000	\$30,000	\$30,900
<b>Fines &amp; Forfeitures</b>	\$21,276	\$20,000	\$22,000	\$22,660
<b>Internal Charges</b>	\$58,699	\$3,969	\$0	\$0
<b>TOTAL</b>	<b>\$3,944,461</b>	<b>\$2,125,290</b>	<b>\$909,680</b>	<b>\$936,970</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$3,054,586	\$3,168,271	\$3,781,175	\$4,032,389
Benefits	\$1,373,383	\$1,748,323	\$1,841,054	\$1,919,273
Allocated Costs	\$713,479	\$803,880	\$949,410	\$990,095
Supplies & Services	\$572,623	\$1,426,118	\$538,274	\$550,062
Capital Equip & Projects	\$1,897,347	\$871,400	\$0	\$0
Non-Capital Equipment	\$1,221,620	\$425,717	\$549,929	\$552,075
Transfers	\$0	\$3,969	\$0	\$0
TOTAL	\$8,833,038	\$8,447,678	\$7,659,841	\$8,043,894

# Eastside Library

*Provide information services, programming, and equal access to materials for all library cardholders and community members in the Eastside Neighborhood, promoting reading and lifelong learning.*

## KEY OPERATIONS

- Providing access to meaningful and relevant physical and digital materials – including books, ebooks, and audiobooks – to meet community needs and preferences.
- Maintaining a safe space for people of all ages and backgrounds.
- Offering a variety of creative programming opportunities and classes for all ages.
- Providing quality reference assistance and reader's advisory for library visitors and by phone.
- Offering workforce development activities through the SBPL Works! Program.
- Running a youth summer reading and learning program to promote reading and support community education, helping prevent summer learning loss.
- Running an adult summer reading program to encourage literacy, support arts and culture, and foster community engagement.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$8,895	\$52,039	\$8,500	\$8,755
Expenses	\$596,000	\$734,478	\$661,165	\$690,207
REVENUES LESS EXPENSES	-\$587,105	-\$682,439	-\$652,665	-\$681,452

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$0	\$45,984	\$0	\$0
Fees & Service Charges	\$5,588	\$2,000	\$3,500	\$3,605
Use Of Money & Prpty	\$720	\$2,100	\$3,000	\$3,090
Fines & Forfeitures	\$2,288	\$1,000	\$2,000	\$2,060
Internal Charges	\$0	\$955	\$0	\$0
Other Revenues	\$299	\$0	\$0	\$0
TOTAL	\$8,895	\$52,039	\$8,500	\$8,755

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$276,207	\$297,645	\$347,991	\$367,807
Benefits	\$132,380	\$172,989	\$144,457	\$150,120
Allocated Costs	\$60,275	\$68,721	\$75,875	\$78,232
Non-Capital Equipment	\$90,885	\$50,225	\$50,884	\$51,299
Supplies & Services	\$36,253	\$63,706	\$41,958	\$42,748



	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$0	\$80,237	\$0	\$0
Transfers	\$0	\$955	\$0	\$0
TOTAL	\$596,000	\$734,478	\$661,165	\$690,207

# 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 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$699,937	\$138,500	\$0	\$0
<b>Expenses</b>	\$199,552	\$0	\$0	\$0
<b>REVENUES LESS EXPENSES</b>	<b>\$500,385</b>	<b>\$138,500</b>	<b>\$0</b>	<b>\$0</b>

# 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 existing Library 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$324	\$11,550	\$900	\$927
<b>Expenses</b>	\$271,857	\$588,393	\$461,718	\$496,361
<b>REVENUES LESS EXPENSES</b>	<b>-\$271,533</b>	<b>-\$576,843</b>	<b>-\$460,818</b>	<b>-\$495,434</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$0	\$11,250	\$0	\$0
<b>Fines &amp; Forfeitures</b>	\$282	\$300	\$400	\$412
<b>Fees &amp; Service Charges</b>	\$42	\$0	\$500	\$515
<b>TOTAL</b>	<b>\$324</b>	<b>\$11,550</b>	<b>\$900</b>	<b>\$927</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$119,772	\$204,152	\$274,248	\$300,749
<b>Benefits</b>	\$65,909	\$127,595	\$140,063	\$146,726
<b>Capital Equip &amp; Projects</b>	\$0	\$184,327	\$0	\$0
<b>Allocated Costs</b>	\$63,912	\$21,869	\$43,299	\$44,780
<b>Non-Capital Equipment</b>	\$20,000	\$25,000	\$0	\$0
<b>Supplies &amp; Services</b>	\$2,265	\$14,200	\$4,107	\$4,107
<b>Transfers</b>	\$0	\$11,250	\$0	\$0
<b>TOTAL</b>	<b>\$271,857</b>	<b>\$588,393</b>	<b>\$461,718</b>	<b>\$496,361</b>

# Montecito Library

*Provide information services, programming, and equal access to materials for all library cardholders and community members in Montecito, promoting reading and lifelong learning.*

## PROGRAM ACTIVITIES

- Providing access to meaningful and relevant physical and digital materials – including books, ebooks, and audiobooks – to meet community needs and preferences.
- Maintaining a safe space for people of all ages and backgrounds.
- Offering a variety of creative programming opportunities and classes for all ages.
- Providing quality reference assistance and reader's advisory for library visitors and by phone.
- Offering workforce development activities through the SBPL Works! Program.
- Running a youth summer reading and learning program to promote reading and support community education, helping prevent summer learning loss.
- Running an adult summer reading program to encourage literacy, support arts and culture, and foster community engagement.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$506,140	\$494,671	\$498,834	\$501,611
Expenses	\$495,121	\$537,473	\$487,876	\$501,775
REVENUES LESS EXPENSES	\$11,019	-\$42,802	\$10,958	-\$164

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$378,218	\$366,671	\$369,834	\$372,521
Other Revenues	\$125,458	\$126,000	\$126,000	\$126,000
Fines & Forfeitures	\$1,661	\$2,000	\$2,000	\$2,060
Use Of Money & Prpty	\$802	\$0	\$1,000	\$1,030
TOTAL	\$506,140	\$494,671	\$498,834	\$501,611

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$197,145	\$180,658	\$195,635	\$202,823
Supplies & Services	\$112,335	\$129,357	\$106,056	\$109,020
Non-Capital Equipment	\$87,331	\$114,481	\$107,200	\$107,200
Benefits	\$61,480	\$72,368	\$48,793	\$51,778
Allocated Costs	\$36,813	\$40,609	\$30,193	\$30,954
Special Projects	\$16	\$0	\$0	\$0
TOTAL	\$495,121	\$537,473	\$487,876	\$501,775

# 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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Mayor & Council	8	8	7	7
<b>FTE COUNT</b>	<b>8</b>	<b>8</b>	<b>7</b>	<b>7</b>

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$92,933	\$87,000	\$92,000	\$94,000
Expenses	\$3,349,304	\$3,591,655	\$3,356,567	\$3,455,290
REVENUES LESS EXPENSES	-\$3,256,372	-\$3,504,655	-\$3,264,567	-\$3,361,290

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$92,933	\$87,000	\$92,000	\$94,000
TOTAL	\$92,933	\$87,000	\$92,000	\$94,000

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Special Projects	\$2,202,718	\$2,344,348	\$1,976,818	\$1,973,402
Salaries	\$558,552	\$599,761	\$619,875	\$692,088
Benefits	\$288,326	\$350,620	\$388,212	\$398,297
Allocated Costs	\$169,440	\$190,280	\$237,174	\$253,382
Supplies & Services	\$130,268	\$106,646	\$134,487	\$138,121
TOTAL	\$3,349,304	\$3,591,655	\$3,356,567	\$3,455,290

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$92,933	\$87,000	\$92,000	\$94,000
TOTAL	\$92,933	\$87,000	\$92,000	\$94,000

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$3,349,304	\$3,591,655	\$3,356,567	\$3,455,290
TOTAL	\$3,349,304	\$3,591,655	\$3,356,567	\$3,455,290

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,122,617	\$1,223,117	\$1,356,249	\$1,458,388
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,122,617</b>	<b>-\$1,223,117</b>	<b>-\$1,356,249</b>	<b>-\$1,458,388</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$558,552	\$599,761	\$619,875	\$692,088
<b>Benefits</b>	\$288,326	\$350,620	\$388,212	\$398,297
<b>Allocated Costs</b>	\$169,440	\$190,280	\$237,174	\$253,382
<b>Supplies &amp; Services</b>	\$105,489	\$81,646	\$109,487	\$113,121
<b>Special Projects</b>	\$810	\$810	\$1,500	\$1,500
<b>TOTAL</b>	<b>\$1,122,617</b>	<b>\$1,223,117</b>	<b>\$1,356,249</b>	<b>\$1,458,388</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$92,933	\$87,000	\$92,000	\$94,000
Expenses	\$2,226,687	\$2,368,538	\$2,000,318	\$1,996,902
REVENUES LESS EXPENSES	-\$2,133,755	-\$2,281,538	-\$1,908,318	-\$1,902,902

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$92,933	\$87,000	\$92,000	\$94,000
TOTAL	\$92,933	\$87,000	\$92,000	\$94,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Special Projects	\$2,201,908	\$2,343,538	\$1,975,318	\$1,971,902
Supplies & Services	\$24,779	\$25,000	\$25,000	\$25,000
TOTAL	\$2,226,687	\$2,368,538	\$2,000,318	\$1,996,902



# 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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Parks & Recreation Department	82	82	84	84

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
FTE COUNT	82	82	84	84

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$14,331,700	\$14,425,091	\$15,683,297	\$16,409,023
Expenses	\$30,238,345	\$53,229,380	\$38,799,876	\$40,563,337
REVENUES LESS EXPENSES	-\$15,906,646	-\$38,804,289	-\$23,116,579	-\$24,154,314

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$9,460,067	\$9,647,973	\$10,754,703	\$11,045,228
Internal Charges	\$2,714,341	\$1,959,241	\$3,293,122	\$3,763,401
Use Of Money & Prpty	\$1,158,968	\$950,213	\$987,024	\$935,627
Other Revenues	\$692,734	\$592,098	\$548,668	\$563,937
Intergovernmental	\$212,166	\$1,177,952	\$0	\$0
Licenses & Permits	\$93,424	\$97,614	\$99,780	\$100,830
TOTAL	\$14,331,700	\$14,425,091	\$15,683,297	\$16,409,023

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$9,028,329	\$10,175,769	\$10,722,724	\$11,482,327
Supplies & Services	\$7,167,207	\$9,445,780	\$8,903,694	\$9,336,048
Capital Equip & Projects	\$3,537,820	\$19,886,344	\$4,974,623	\$4,494,623
Allocated Costs	\$5,222,630	\$5,923,734	\$7,040,247	\$7,435,869
Benefits	\$4,162,338	\$5,219,596	\$5,044,829	\$5,280,710
Transfers	\$301,955	\$600,000	\$1,670,000	\$2,090,000
Special Projects	\$641,386	\$985,130	\$405,059	\$405,059
Debt Services & Other	\$73,103	\$902,327	\$0	\$0
Non-Capital Equipment	\$42,822	\$90,700	\$38,700	\$38,700
Other	\$60,755	\$0	\$0	\$0
TOTAL	\$30,238,345	\$53,229,380	\$38,799,876	\$40,563,337

# Revenue & Expenditure By Detail

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$7,744,381	\$7,803,748	\$8,709,576	\$8,817,251
Enterprise Funds	\$5,086,165	\$5,347,502	\$6,937,832	\$7,555,883
General Fund-Capital	\$1,098,546	\$1,237,952	\$0	\$0
Special Revenue Funds	\$402,608	\$35,889	\$35,889	\$35,889
TOTAL	\$14,331,700	\$14,425,091	\$15,683,297	\$16,409,023

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
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	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>General Fund</b>	\$22,554,958	\$26,066,635	\$28,047,427	\$29,710,415
<b>Enterprise Funds</b>	\$3,766,238	\$5,411,570	\$7,411,937	\$8,412,410
<b>Measure C - Capital</b>	\$1,208,210	\$14,165,560	\$3,304,623	\$2,404,623
<b>General Fund-Capital</b>	\$2,212,307	\$5,183,695	\$0	\$0
<b>Special Revenue Funds</b>	\$496,632	\$2,401,920	\$35,889	\$35,889
<b>TOTAL</b>	<b>\$30,238,345</b>	<b>\$53,229,380</b>	<b>\$38,799,876</b>	<b>\$40,563,337</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.

#### 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

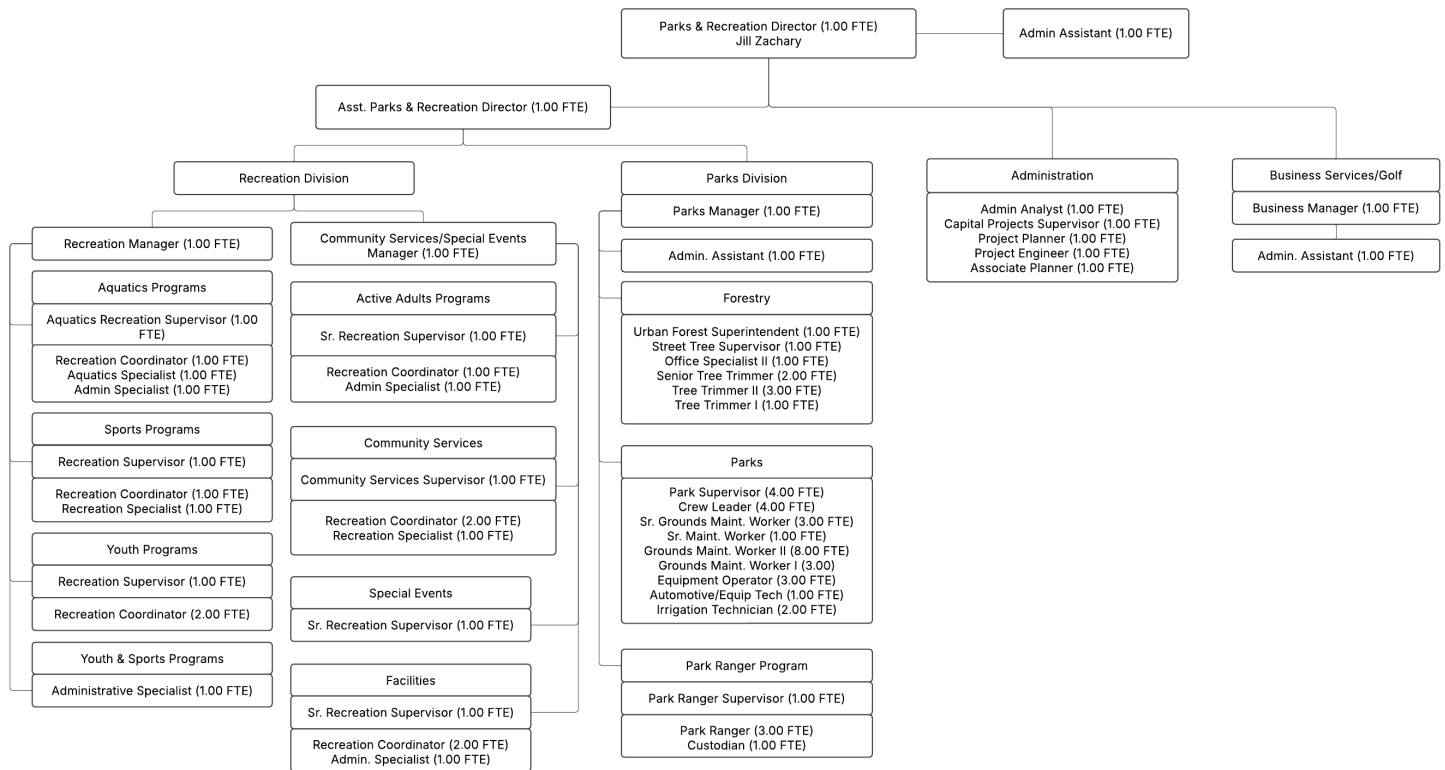
- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City's culture and the City becomes recognized for doing so.

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.	Increase public outreach & engagement by completing volunteer park projects	Numeric Value	6	2026, Baseline
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	2026, 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	2026, 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	2026, 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 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, Baseline

Pillar	Department Goal	Performance Measure	Unit of Measure	Target	Reporting Period
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	2026, 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$486,484	\$386,128	\$392,541	\$415,413
<b>Expenses</b>	\$990,485	\$1,065,442	\$1,175,653	\$1,229,694
<b>REVENUES LESS EXPENSES</b>	<b>-\$504,002</b>	<b>-\$679,314</b>	<b>-\$783,112</b>	<b>-\$814,281</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$486,504	\$386,128	\$392,541	\$415,413
<b>Other Revenues</b>	-\$20	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$486,484</b>	<b>\$386,128</b>	<b>\$392,541</b>	<b>\$415,413</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Allocated Costs</b>	\$324,391	\$373,788	\$458,173	\$472,330
<b>Salaries</b>	\$342,152	\$384,899	\$415,155	\$444,988
<b>Benefits</b>	\$149,636	\$179,914	\$171,060	\$178,688
<b>Supplies &amp; Services</b>	\$174,307	\$126,841	\$131,266	\$133,688
<b>TOTAL</b>	<b>\$990,485</b>	<b>\$1,065,442</b>	<b>\$1,175,653</b>	<b>\$1,229,694</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$1,033,524	\$1,235,300	\$1,350,664	\$1,325,244
<b>Expenses</b>	\$2,031,725	\$2,466,227	\$2,711,087	\$2,822,416
<b>REVENUES LESS EXPENSES</b>	<b>-\$998,200</b>	<b>-\$1,230,927</b>	<b>-\$1,360,423</b>	<b>-\$1,497,172</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$1,033,524	\$1,235,300	\$1,350,664	\$1,325,244
<b>TOTAL</b>	<b>\$1,033,524</b>	<b>\$1,235,300</b>	<b>\$1,350,664</b>	<b>\$1,325,244</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$867,748	\$995,286	\$1,074,997	\$1,119,304
<b>Allocated Costs</b>	\$528,538	\$593,071	\$681,142	\$709,015
<b>Supplies &amp; Services</b>	\$394,754	\$566,439	\$640,735	\$663,235
<b>Benefits</b>	\$208,600	\$281,431	\$284,214	\$300,862
<b>Special Projects</b>	\$26,413	\$25,000	\$25,000	\$25,000
<b>Non-Capital Equipment</b>	\$5,672	\$5,000	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$2,031,725</b>	<b>\$2,466,227</b>	<b>\$2,711,087</b>	<b>\$2,822,416</b>



# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$192,334	\$208,132	\$363,025	\$377,577
<b>REVENUES LESS EXPENSES</b>	<b>-\$192,334</b>	<b>-\$208,132</b>	<b>-\$363,025</b>	<b>-\$377,577</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$92,911	\$88,241	\$152,217	\$162,919
<b>Allocated Costs</b>	\$32,509	\$36,250	\$109,277	\$110,121
<b>Benefits</b>	\$49,860	\$52,175	\$77,424	\$80,430
<b>Supplies &amp; Services</b>	\$17,054	\$31,466	\$24,106	\$24,106
<b>TOTAL</b>	<b>\$192,334</b>	<b>\$208,132</b>	<b>\$363,025</b>	<b>\$377,577</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$745,672	\$687,744	\$732,264	\$701,490
<b>Expenses</b>	\$1,235,032	\$1,463,386	\$1,679,472	\$1,764,306
<b>REVENUES LESS EXPENSES</b>	<b>-\$489,360</b>	<b>-\$775,642</b>	<b>-\$947,208</b>	<b>-\$1,062,816</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Use Of Money &amp; Prpty</b>	\$564,230	\$515,663	\$552,974	\$515,077
<b>Licenses &amp; Permits</b>	\$93,424	\$97,614	\$99,780	\$100,830
<b>Fees &amp; Service Charges</b>	\$87,983	\$74,467	\$79,510	\$85,583
<b>Other Revenues</b>	\$35	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$745,672</b>	<b>\$687,744</b>	<b>\$732,264</b>	<b>\$701,490</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$510,618	\$530,039	\$582,051	\$617,823
<b>Allocated Costs</b>	\$396,340	\$460,511	\$656,476	\$684,240

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Benefits	\$195,108	\$279,911	\$279,010	\$294,739
Supplies & Services	\$132,701	\$167,925	\$161,935	\$167,505
Non-Capital Equipment	\$265	\$25,000	\$0	\$0
TOTAL	\$1,235,032	\$1,463,386	\$1,679,472	\$1,764,306

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$1,868,843	\$1,820,940	\$1,962,756	\$1,996,400
Expenses	\$1,893,341	\$2,219,506	\$2,450,750	\$2,592,363
REVENUES LESS EXPENSES	-\$24,498	-\$398,566	-\$487,994	-\$595,963

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$1,750,109	\$1,820,940	\$1,962,756	\$1,996,400
Use Of Money & Prpty	\$118,720	\$0	\$0	\$0
Other Revenues	\$14	\$0	\$0	\$0
TOTAL	\$1,868,843	\$1,820,940	\$1,962,756	\$1,996,400

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Allocated Costs	\$869,744	\$960,592	\$980,243	\$1,026,137
Salaries	\$476,252	\$554,888	\$721,149	\$770,982
Supplies & Services	\$343,721	\$401,545	\$448,645	\$476,475
Benefits	\$193,958	\$277,481	\$300,713	\$318,769
Non-Capital Equipment	\$9,230	\$25,000	\$0	\$0
Special Projects	\$435	\$0	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$1,893,341	\$2,219,506	\$2,450,750	\$2,592,363

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$1,037,735	\$1,073,161	\$1,160,797	\$1,193,178
<b>Expenses</b>	\$1,794,286	\$2,163,035	\$2,139,374	\$2,331,348
<b>REVENUES LESS EXPENSES</b>	<b>-\$756,551</b>	<b>-\$1,089,874</b>	<b>-\$978,577</b>	<b>-\$1,138,170</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$1,008,707	\$1,038,968	\$1,124,218	\$1,155,674
<b>Other Revenues</b>	\$22,428	\$19,193	\$21,579	\$22,504
<b>Fees &amp; Service Charges</b>	\$6,600	\$15,000	\$15,000	\$15,000
<b>TOTAL</b>	<b>\$1,037,735</b>	<b>\$1,073,161</b>	<b>\$1,160,797</b>	<b>\$1,193,178</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$762,428	\$779,488	\$842,956	\$892,931
<b>Benefits</b>	\$402,251	\$504,041	\$479,732	\$499,344
<b>Supplies &amp; Services</b>	\$298,355	\$326,631	\$411,964	\$528,670
<b>Allocated Costs</b>	\$292,907	\$385,745	\$403,221	\$408,903
<b>Special Projects</b>	\$37,245	\$165,630	\$0	\$0
<b>Non-Capital Equipment</b>	\$1,100	\$1,500	\$1,500	\$1,500
<b>TOTAL</b>	<b>\$1,794,286</b>	<b>\$2,163,035</b>	<b>\$2,139,374</b>	<b>\$2,331,348</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$5,110,583	\$5,375,502	\$6,965,832	\$7,583,883
<b>Expenses</b>	\$3,802,853	\$5,439,570	\$7,439,937	\$8,440,410
<b>REVENUES LESS EXPENSES</b>	<b>\$1,307,730</b>	<b>-\$64,068</b>	<b>-\$474,105</b>	<b>-\$856,527</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$4,330,270	\$4,347,952	\$4,851,282	\$5,045,333
<b>Internal Charges</b>	\$301,955	\$600,000	\$1,670,000	\$2,090,000
<b>Use Of Money &amp; Prpty</b>	\$441,018	\$399,550	\$416,550	\$420,550
<b>Other Revenues</b>	\$37,340	\$28,000	\$28,000	\$28,000
<b>TOTAL</b>	<b>\$5,110,583</b>	<b>\$5,375,502</b>	<b>\$6,965,832</b>	<b>\$7,583,883</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$3,062,395	\$3,515,106	\$3,804,702	\$3,940,917
<b>Capital Equip &amp; Projects</b>	\$132,138	\$1,057,901	\$1,670,000	\$2,090,000
<b>Transfers</b>	\$301,955	\$600,000	\$1,670,000	\$2,090,000
<b>Allocated Costs</b>	\$127,514	\$144,223	\$176,058	\$193,360

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$76,101	\$79,115	\$79,816	\$85,135
Benefits	\$39,273	\$43,225	\$39,360	\$40,997
Other	\$60,755	\$0	\$0	\$0
Debt Services & Other	\$2,603	\$0	\$0	\$0
Special Projects	\$118	\$0	\$0	\$0
TOTAL	\$3,802,853	\$5,439,570	\$7,439,937	\$8,440,410



# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$882,424	\$556,007	\$613,200	\$632,544
<b>Expenses</b>	\$6,906,516	\$7,673,642	\$8,243,319	\$8,669,312
<b>REVENUES LESS EXPENSES</b>	<b>-\$6,024,091</b>	<b>-\$7,117,635</b>	<b>-\$7,630,119</b>	<b>-\$8,036,768</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$469,807	\$437,507	\$484,700	\$499,044
<b>Fees &amp; Service Charges</b>	\$110,000	\$115,500	\$125,500	\$130,500
<b>Internal Charges</b>	\$302,617	\$3,000	\$3,000	\$3,000
<b>TOTAL</b>	<b>\$882,424</b>	<b>\$556,007</b>	<b>\$613,200</b>	<b>\$632,544</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$2,407,817	\$2,584,295	\$2,902,261	\$3,099,920
<b>Allocated Costs</b>	\$1,431,366	\$1,559,730	\$1,941,075	\$2,015,594
<b>Supplies &amp; Services</b>	\$1,385,897	\$1,644,485	\$1,703,585	\$1,795,617
<b>Benefits</b>	\$1,283,475	\$1,594,650	\$1,551,398	\$1,613,182
<b>Special Projects</b>	\$71,807	\$183,116	\$120,000	\$120,000

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$299,617	\$82,366	\$0	\$0
Non-Capital Equipment	\$26,537	\$25,000	\$25,000	\$25,000
TOTAL	\$6,906,516	\$7,673,642	\$8,243,319	\$8,669,312

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$197,555	\$212,273	\$229,690	\$236,117
Expenses	\$461,017	\$615,382	\$612,913	\$638,830
REVENUES LESS EXPENSES	-\$263,462	-\$403,109	-\$383,223	-\$402,713

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$197,555	\$212,273	\$229,690	\$236,117
TOTAL	\$197,555	\$212,273	\$229,690	\$236,117

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$265,400	\$399,556	\$384,057	\$393,734
Salaries	\$97,464	\$119,229	\$130,075	\$141,133
Benefits	\$64,926	\$78,325	\$76,045	\$80,702
Allocated Costs	\$33,226	\$18,272	\$22,736	\$23,260
TOTAL	\$461,017	\$615,382	\$612,913	\$638,830

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$148,166	\$33,009	\$0	\$0
<b>Expenses</b>	\$1,514,769	\$1,852,264	\$1,510,344	\$1,589,279
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,366,603</b>	<b>-\$1,819,255</b>	<b>-\$1,510,344</b>	<b>-\$1,589,279</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$148,166	\$33,009	\$0	\$0
<b>TOTAL</b>	<b>\$148,166</b>	<b>\$33,009</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$671,963	\$702,113	\$749,882	\$790,979
<b>Benefits</b>	\$351,640	\$428,697	\$400,926	\$420,411
<b>Allocated Costs</b>	\$211,389	\$274,489	\$241,309	\$254,661
<b>Special Projects</b>	\$247,699	\$379,825	\$14,500	\$14,500
<b>Supplies &amp; Services</b>	\$32,059	\$63,140	\$101,727	\$106,727
<b>Non-Capital Equipment</b>	\$18	\$4,000	\$2,000	\$2,000
<b>TOTAL</b>	<b>\$1,514,769</b>	<b>\$1,852,264</b>	<b>\$1,510,344</b>	<b>\$1,589,279</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$277,956	\$75,189	\$57,689	\$40,189
<b>Expenses</b>	\$1,547,014	\$3,083,916	\$1,740,812	\$1,871,551
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,269,058</b>	<b>-\$3,008,727</b>	<b>-\$1,683,123</b>	<b>-\$1,831,362</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Intergovernmental</b>	\$202,767	\$0	\$0	\$0
<b>Fees &amp; Service Charges</b>	\$40,189	\$40,189	\$40,189	\$40,189
<b>Use Of Money &amp; Prpty</b>	\$35,000	\$35,000	\$17,500	\$0
<b>TOTAL</b>	<b>\$277,956</b>	<b>\$75,189</b>	<b>\$57,689</b>	<b>\$40,189</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$678,920	\$954,177	\$765,905	\$795,535
<b>Allocated Costs</b>	\$366,039	\$431,793	\$569,117	\$652,265
<b>Benefits</b>	\$350,936	\$456,628	\$354,473	\$371,507

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$151,119	\$1,241,318	\$51,317	\$52,243
TOTAL	\$1,547,014	\$3,083,916	\$1,740,812	\$1,871,551

# 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.

Manage and oversee design consultants and construction contractors.

Secure permits and discretionary review approvals.

Prepare grant proposals and administrate grant contracts.

Administer project budgets and schedules.

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

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$912,905	\$1,342,952	\$266,214	\$278,610
<b>Expenses</b>	\$3,957,972	\$20,258,256	\$4,446,202	\$3,612,774
<b>REVENUES LESS EXPENSES</b>	<b>-\$3,045,067</b>	<b>-\$18,915,304</b>	<b>-\$4,179,988</b>	<b>-\$3,334,164</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$903,506	\$105,000	\$266,214	\$278,610
<b>Intergovernmental</b>	\$9,399	\$1,177,952	\$0	\$0
<b>Other Revenues</b>	\$0	\$60,000	\$0	\$0
<b>TOTAL</b>	<b>\$912,905</b>	<b>\$1,342,952</b>	<b>\$266,214</b>	<b>\$278,610</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Capital Equip &amp; Projects</b>	\$3,088,900	\$18,414,562	\$3,304,623	\$2,404,623
<b>Salaries</b>	\$456,130	\$495,187	\$664,889	\$714,207
<b>Benefits</b>	\$258,497	\$291,354	\$312,632	\$326,693
<b>Debt Services &amp; Other</b>	\$32,000	\$902,327	\$0	\$0
<b>Allocated Costs</b>	\$45,333	\$62,090	\$88,158	\$91,351
<b>Special Projects</b>	\$68,934	\$74,359	\$56,359	\$56,359
<b>Supplies &amp; Services</b>	\$8,178	\$16,377	\$17,541	\$17,541
<b>Non-Capital Equipment</b>	\$0	\$2,000	\$2,000	\$2,000
<b>TOTAL</b>	<b>\$3,957,972</b>	<b>\$20,258,256</b>	<b>\$4,446,202</b>	<b>\$3,612,774</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$10,864	\$12,000	\$12,000	\$12,000
<b>Expenses</b>	\$1,253,698	\$1,269,563	\$883,128	\$1,054,106
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,242,834</b>	<b>-\$1,257,563</b>	<b>-\$871,128</b>	<b>-\$1,042,106</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$10,864	\$12,000	\$12,000	\$12,000
<b>TOTAL</b>	<b>\$10,864</b>	<b>\$12,000</b>	<b>\$12,000</b>	<b>\$12,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$449,123	\$493,938	\$121,490	\$249,463
<b>Benefits</b>	\$239,751	\$319,149	\$308,691	\$328,965
<b>Supplies &amp; Services</b>	\$291,749	\$312,860	\$275,909	\$276,009
<b>Allocated Costs</b>	\$105,676	\$133,616	\$167,037	\$189,669
<b>Special Projects</b>	\$128,899	\$10,000	\$10,000	\$10,000
<b>Debt Services &amp; Other</b>	\$38,500	\$0	\$0	\$0



	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$1,253,698	\$1,269,563	\$883,128	\$1,054,106

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$997,671	\$994,574	\$1,189,763	\$1,184,643
<b>Expenses</b>	\$1,367,859	\$1,751,313	\$1,593,010	\$1,669,392
<b>REVENUES LESS EXPENSES</b>	<b>-\$370,188</b>	<b>-\$756,739</b>	<b>-\$403,247</b>	<b>-\$484,749</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$997,671	\$994,574	\$1,189,763	\$1,184,643
<b>TOTAL</b>	<b>\$997,671</b>	<b>\$994,574</b>	<b>\$1,189,763</b>	<b>\$1,184,643</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$479,025	\$444,094	\$552,750	\$571,386

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$342,732	\$381,652	\$406,051	\$422,821
Allocated Costs	\$346,171	\$320,249	\$367,258	\$401,492
Benefits	\$154,931	\$173,403	\$166,552	\$173,293
Capital Equip & Projects	\$17,164	\$331,515	\$0	\$0
Special Projects	\$27,836	\$97,200	\$97,200	\$97,200
Non-Capital Equipment	\$0	\$3,200	\$3,200	\$3,200
TOTAL	\$1,367,859	\$1,751,313	\$1,593,010	\$1,669,392

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$621,317	\$620,312	\$749,887	\$809,312
<b>Expenses</b>	\$1,289,446	\$1,699,746	\$1,810,851	\$1,899,981
<b>REVENUES LESS EXPENSES</b>	<b>-\$668,129</b>	<b>-\$1,079,434</b>	<b>-\$1,060,964</b>	<b>-\$1,090,669</b>

### Revenue Details

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$617,217	\$617,923	\$747,498	\$806,923
<b>Other Revenues</b>	\$4,100	\$2,389	\$2,389	\$2,389
<b>TOTAL</b>	<b>\$621,317</b>	<b>\$620,312</b>	<b>\$749,887</b>	<b>\$809,312</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$795,969	\$1,033,222	\$1,113,832	\$1,174,187
<b>Benefits</b>	\$219,496	\$259,212	\$242,599	\$252,129
<b>Supplies &amp; Services</b>	\$130,492	\$187,997	\$193,455	\$188,194
<b>Allocated Costs</b>	\$111,488	\$169,315	\$178,966	\$203,471
<b>Special Projects</b>	\$32,000	\$50,000	\$82,000	\$82,000
<b>TOTAL</b>	<b>\$1,289,446</b>	<b>\$1,699,746</b>	<b>\$1,810,851</b>	<b>\$1,899,981</b>

# 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. This includes 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 funded through the General Fund, Police Asset Forfeiture and Grants Fund, Supplemental Law Enforcement Fund, Miscellaneous Grants Fund, the Traffic Safety Fund and the Measure C Fund.

- **Chief's Staff**
- **Animal Control**
- **Business Office**
- **Combined Communications Center**
- **Co-Response and Community Action Team**
- **Crime Lab**
- **Criminal Investigations**
- **Field Operations**
- **Information Technology**
- **Parking Enforcement**
- **Property and Evidence Management**
- **Range & Safety Equipment**
- **Records and Customer Service**
- **Special Enforcement Team**
- **Public Safety for Community Events**
- **Strategic Operations**
- **Traffic Safety**
- **Recruitment & Wellness**

# Authorized Positions

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
FTE Count				
Police Department	210	210	211	211
FTE COUNT	210	210	211	211

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$4,844,318	\$5,184,632	\$5,554,007	\$5,574,206
Expenses	\$56,694,011	\$61,139,441	\$76,644,869	\$79,245,914
REVENUES LESS EXPENSES	-\$51,849,693	-\$55,954,809	-\$71,090,862	-\$73,671,709

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fines & Forfeitures	\$1,689,076	\$2,153,303	\$2,895,252	\$2,895,252
Fees & Service Charges	\$811,663	\$816,362	\$851,000	\$851,000
Intergovernmental	\$645,399	\$824,427	\$454,955	\$455,851
Internal Charges	\$662,392	\$198,421	\$587,407	\$598,710
Other Revenues	\$440,797	\$768,034	\$203,578	\$203,578
Taxes	\$375,632	\$318,520	\$375,000	\$383,000
Licenses & Permits	\$111,655	\$105,565	\$186,815	\$186,815
Use Of Money & Prpty	\$107,704	\$0	\$0	\$0
TOTAL	\$4,844,318	\$5,184,632	\$5,554,007	\$5,574,206

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$26,335,001	\$27,403,412	\$29,382,644	\$31,457,563
Benefits	\$19,018,993	\$20,017,027	\$23,122,640	\$24,351,203
Capital Equip & Projects	\$2,121,098	\$2,253,411	\$13,957,927	\$12,757,927
Allocated Costs	\$3,892,426	\$4,544,237	\$5,167,844	\$5,616,373
Supplies & Services	\$3,186,676	\$3,961,765	\$3,875,963	\$3,924,102
Non-Capital Equipment	\$1,566,298	\$1,305,685	\$861,851	\$862,747
Special Projects	\$23,673	\$1,386,853	\$16,000	\$16,000
Transfers	\$334,673	\$230,000	\$260,000	\$260,000
Debt Services & Other	\$215,172	\$37,051	\$0	\$0
TOTAL	\$56,694,011	\$61,139,441	\$76,644,869	\$79,245,914

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$3,865,173	\$3,533,467	\$4,844,052	\$4,863,355
Special Revenue Funds	\$876,661	\$1,651,165	\$709,955	\$710,851
Internal Services Funds	\$100,000	\$0	\$0	\$0
Fiduciary Funds	\$2,484	\$0	\$0	\$0
TOTAL	\$4,844,318	\$5,184,632	\$5,554,007	\$5,574,206

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
General Fund	\$53,417,738	\$56,218,784	\$61,192,945	\$64,964,245
Measure C - Capital	\$2,271,263	\$2,840,766	\$14,644,927	\$13,444,927
Special Revenue Funds	\$923,598	\$2,079,891	\$806,998	\$836,742
Internal Services Funds	\$70,245	\$0	\$0	\$0
Fiduciary Funds	\$11,167	\$0	\$0	\$0
TOTAL	\$56,694,011	\$61,139,441	\$76,644,869	\$79,245,914

## 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.

### 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

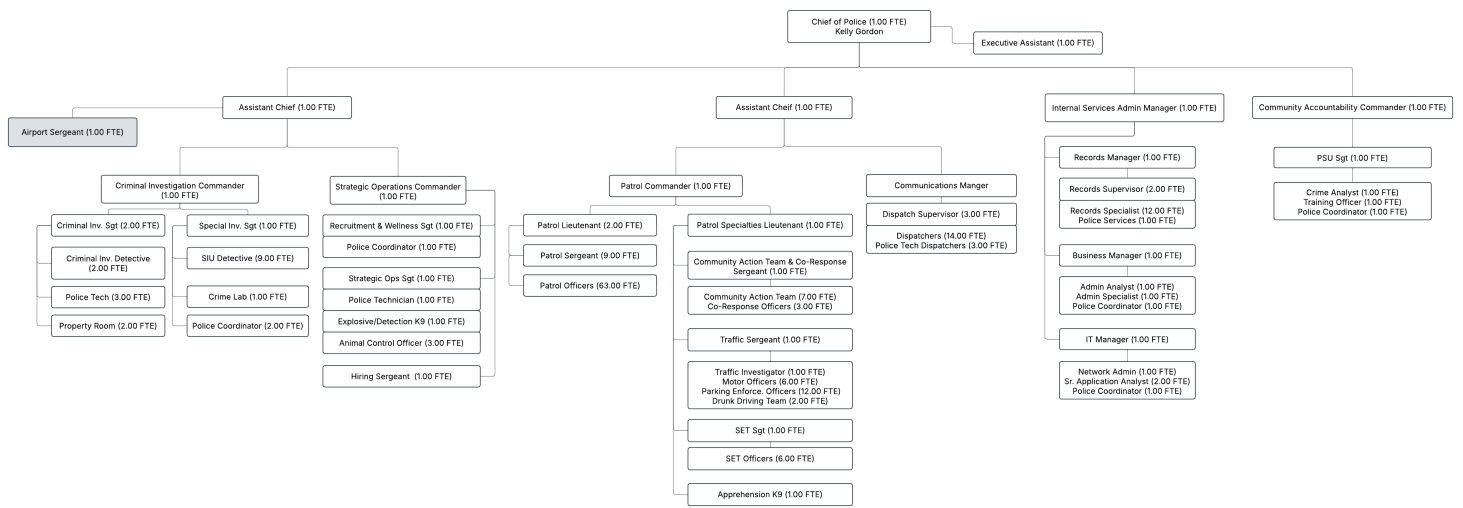
- Removal of barriers and the improvement of efficiency of services is the goal of this pillar. Innovation becomes embedded into the City’s culture and the City becomes recognized for doing so.

#### FY26 Baseline

Pillar	Department Goal	Performance Measure	Unit of Measure	Target	Reporting Period
Innovation	Leverage technology to increase efficiency, reduce workloads and enhance security.	Implement Community Reporting and Community Accountability Reporting.	Numeric Value	1	2026, Baseline
Innovation	Expand community engagement with a comprehensive community engagement program/plan.	Implement a comprehensive community engagement program/plan.	Numeric Value	1	2026, Baseline
Organizational Optimization	Develop a Department Strategic Plan.	Complete strategic plan.	Numeric Value	1	2026, Baseline
Organizational Optimization	Align resources to continue a robust recruitment and retention program.	Maintain a vacancy rate of no greater than 10%.	Percent	10	2026, Baseline
Thriving Workforce	Support all members of the police department with a comprehensive organizational wellness plan.	Implement organizational wellness plan.	Numeric Value	1	2026, Baseline

## Department Organizational Chart





# Animal Control

*Provides animal control related law enforcement activities within the City of Santa Barbara. Responds 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 domestically 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.

Handle frightened, fractious, and injured animals with patience and efficiency, ensuring humane capture, control, carry, or subdue when necessary.

Respond to animal complaint calls for service seven days a week, and provide emergency standby service after regular working hours.

Educate pet owners about laws regarding animal care and control, spaying, neutering, vaccinating, and licensing of pets to promote good public relations.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$89,347	\$80,410	\$133,190	\$133,190
<b>Expenses</b>	\$985,255	\$1,063,553	\$1,042,167	\$1,130,003
<b>REVENUES LESS EXPENSES</b>	<b>-\$895,908</b>	<b>-\$983,143</b>	<b>-\$908,977</b>	<b>-\$996,813</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Licenses &amp; Permits</b>	\$86,821	\$77,873	\$130,190	\$130,190
<b>Other Revenues</b>	\$2,526	\$2,537	\$3,000	\$3,000
<b>TOTAL</b>	<b>\$89,347</b>	<b>\$80,410</b>	<b>\$133,190</b>	<b>\$133,190</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$510,203	\$572,215	\$615,165	\$668,777
<b>Salaries</b>	\$243,324	\$239,703	\$246,242	\$268,588
<b>Benefits</b>	\$130,599	\$162,053	\$154,926	\$163,667
<b>Allocated Costs</b>	\$97,129	\$85,582	\$21,834	\$24,971
<b>Special Projects</b>	\$4,000	\$4,000	\$4,000	\$4,000

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$985,255	\$1,063,553	\$1,042,167	\$1,130,003

# Business Office

Performs the administrative and fiscal functions of the Police Department, including purchasing, personnel administration, payroll, and revenue collection. Additionally, it provides comprehensive financial support and oversight to all divisions within the Department. Oversees the fleet and facility requirements of the Department. Administer 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.

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

Provide financial support and reporting for Department programs.

Handle all purchasing and accounts payable and receivable actions for the Department.

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 building maintenance requests. Plan for new building needs including janitorial, maintenance, and special certifications.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$217,245	\$224,976	\$306,625	\$306,625
Expenses	\$804,255	\$946,317	\$1,080,247	\$1,152,878
REVENUES LESS EXPENSES	-\$587,010	-\$721,341	-\$773,622	-\$846,253

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$195,530	\$200,000	\$250,000	\$250,000
Licenses & Permits	\$21,715	\$24,976	\$56,625	\$56,625
TOTAL	\$217,245	\$224,976	\$306,625	\$306,625

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$457,221	\$529,836	\$635,315	\$678,906
Benefits	\$265,563	\$315,363	\$349,277	\$370,078

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Allocated Costs	\$42,803	\$61,623	\$55,892	\$64,131
Supplies & Services	\$38,669	\$39,495	\$39,763	\$39,763
TOTAL	\$804,255	\$946,317	\$1,080,247	\$1,152,878

# Chief's Staff

*Oversees and monitors the operations and training of personnel in the Santa Barbara Police Department. Fosters public trust by creating a culture of accountability and transparency, addresses special requests from City Hall, and enhances trust and legitimacy concerning police activities, crime trends, and emergency situations through media releases, interviews, and social media updates.*

## 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.

Build trust and legitimacy regarding police activities, crime trends, and emergency situations with media releases, interviews, and social media postings.

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.

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

Review training records of all employees legally mandated to comply with Peace Officer Standards Training (POST) requirements.

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

Prepare recommendations for the department policy manual 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$2,120,125	\$2,546,541	\$3,186,252	\$3,194,252
<b>Expenses</b>	\$4,634,434	\$5,553,827	\$16,669,629	\$15,908,889
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,514,309</b>	<b>-\$3,007,286</b>	<b>-\$13,483,377</b>	<b>-\$12,714,637</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fines &amp; Forfeitures</b>	\$1,381,794	\$1,860,279	\$2,570,252	\$2,570,252
<b>Taxes</b>	\$375,632	\$318,520	\$375,000	\$383,000

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$307,283	\$333,567	\$209,000	\$209,000
<b>Other Revenues</b>	\$49,446	\$34,175	\$32,000	\$32,000
<b>Internal Charges</b>	\$4,525	\$0	\$0	\$0
<b>Use Of Money &amp; Prpty</b>	\$1,444	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,120,125</b>	<b>\$2,546,541</b>	<b>\$3,186,252</b>	<b>\$3,194,252</b>

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Capital Equip &amp; Projects</b>	\$1,956,653	\$2,253,411	\$13,957,927	\$12,757,927
<b>Allocated Costs</b>	\$882,614	\$985,856	\$1,195,536	\$1,296,310
<b>Benefits</b>	\$705,752	\$817,257	\$1,106,049	\$1,153,530
<b>Salaries</b>	\$1,023,927	\$1,235,726	\$258,611	\$649,616
<b>Supplies &amp; Services</b>	\$54,320	\$191,936	\$139,506	\$39,506
<b>Special Projects</b>	\$11,167	\$32,590	\$12,000	\$12,000
<b>Debt Services &amp; Other</b>	\$0	\$37,051	\$0	\$0
<b>TOTAL</b>	<b>\$4,634,434</b>	<b>\$5,553,827</b>	<b>\$16,669,629</b>	<b>\$15,908,889</b>

# Combined Communications Center

*Handles all incoming calls for service and promptly dispatches public safety resources.*

## PROGRAM ACTIVITIES

Receive calls for emergency and non-emergency incidents that require police, fire, and medical personnel; assess the appropriate response and dispatch resources accordingly.

Provide radio communication for Police, Fire, and rescue personnel during emergency, routine, and disaster situations 24 hours a day, seven days a week.

Coordinate the public safety response for the Santa Barbara Police and Fire departments, as well as other City resources and allied agencies when necessary.

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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$4,088,562	\$3,713,258	\$4,277,707	\$4,529,783
<b>REVENUES LESS EXPENSES</b>	<b>-\$4,088,562</b>	<b>-\$3,713,258</b>	<b>-\$4,277,707</b>	<b>-\$4,529,783</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$2,689,493	\$2,318,360	\$2,763,381	\$2,915,153
<b>Benefits</b>	\$1,217,768	\$1,157,236	\$1,273,448	\$1,346,848
<b>Allocated Costs</b>	\$113,697	\$179,201	\$175,237	\$202,143
<b>Supplies &amp; Services</b>	\$67,604	\$58,461	\$65,640	\$65,640
<b>TOTAL</b>	<b>\$4,088,562</b>	<b>\$3,713,258</b>	<b>\$4,277,707</b>	<b>\$4,529,783</b>



# Co-Response and Community Action Team

*Collaborates with community partners using the Department's Co-response unit to identify issues and implement solutions that yield meaningful results. Maintain a proactive police presence in the downtown corridor, Milpas corridor, and beachfront areas to deter street crime through innovative strategies and community partnerships.*

## PROGRAM ACTIVITIES

Provide uniformed foot and bicycle patrol officers to deter street crime, maintain a highly visible police presence, and promote interaction with the public.

Work closely with Santa Barbara County Behavioral Wellness Clinicians to help community members who are in crisis and in need of mental health assistance.

Maintain a daily proactive enforcement targeting alcohol, narcotics, and loitering violations in the downtown corridor, Milpas corridor, and beachfront areas.

Provide Department training about mental illness and response to individuals who are in crisis.

Actively foster public trust by collaborating with merchants and community organizations, as well as other government agencies.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$8,598	\$571,738	\$0	\$0
<b>Expenses</b>	\$2,271,576	\$3,573,599	\$2,208,549	\$2,316,983
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,262,978</b>	<b>-\$3,001,861</b>	<b>-\$2,208,549</b>	<b>-\$2,316,983</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$0	\$571,738	\$0	\$0
<b>Use Of Money &amp; Prpty</b>	\$8,598	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$8,598</b>	<b>\$571,738</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,212,792	\$1,214,109	\$1,123,954	\$1,170,568
<b>Benefits</b>	\$886,159	\$959,742	\$990,175	\$1,038,162
<b>Special Projects</b>	\$8,505	\$1,350,263	\$0	\$0
<b>Allocated Costs</b>	\$18,727	\$37,800	\$85,420	\$99,254
<b>Transfers</b>	\$135,518	\$0	\$0	\$0
<b>Supplies &amp; Services</b>	\$9,875	\$11,685	\$9,000	\$9,000
<b>TOTAL</b>	<b>\$2,271,576</b>	<b>\$3,573,599</b>	<b>\$2,208,549</b>	<b>\$2,316,983</b>

# Crime Lab

*Collects and analyzes forensic evidence to support 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), 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.

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).

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$171,772	\$177,234	\$199,614	\$209,133
<b>REVENUES LESS EXPENSES</b>	<b>-\$171,772</b>	<b>-\$177,234</b>	<b>-\$199,614</b>	<b>-\$209,133</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$108,437	\$112,043	\$118,245	\$122,827
<b>Benefits</b>	\$53,343	\$55,114	\$65,608	\$68,994
<b>Allocated Costs</b>	\$6,100	\$9,214	\$9,803	\$11,354
<b>Supplies &amp; Services</b>	\$3,892	\$863	\$5,958	\$5,958
<b>TOTAL</b>	<b>\$171,772</b>	<b>\$177,234</b>	<b>\$199,614</b>	<b>\$209,133</b>

# Criminal Investigations

*Investigates and resolves all assigned active criminal cases until successful conclusions are reached or all leads have been exhausted. Oversees and manages specific Alcoholic Beverage Control permits and Carry Concealed Weapon (CCW) license applications.*

## PROGRAM ACTIVITIES

Proactively carry out investigations into activities related to narcotics, vice, and human trafficking.

Conduct a thorough investigation of active criminal cases.

Serve as a liaison with the District Attorney to facilitate the successful prosecution of criminal offenders.

Act as a representative for community-based organizations that provide support and advocacy for victims.

Facilitate the extradition of fugitives to Santa Barbara County for prosecution.

Oversee the management and registration of sexual offenders and those registered for arson offenses.

Administer Deemed Approved program and manage Alcoholic Beverage Control permits for community events.

Manage and process California Carry Concealed Weapon (CCW) license applications and renewals.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$50,909	\$137,000	\$52,000	\$52,000
Expenses	\$6,155,341	\$6,433,191	\$7,134,569	\$7,501,870
REVENUES LESS EXPENSES	-\$6,104,432	-\$6,296,191	-\$7,082,569	-\$7,449,870

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$50,909	\$52,000	\$52,000	\$52,000
Fees & Service Charges	\$0	\$85,000	\$0	\$0
TOTAL	\$50,909	\$137,000	\$52,000	\$52,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$3,144,987	\$3,267,278	\$3,759,631	\$3,923,429
Benefits	\$2,668,919	\$2,696,090	\$2,979,621	\$3,137,306

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Allocated Costs	\$212,316	\$306,602	\$269,301	\$312,619
Supplies & Services	\$94,919	\$163,221	\$126,017	\$128,517
Non-Capital Equipment	\$34,200	\$0	\$0	\$0
TOTAL	\$6,155,341	\$6,433,191	\$7,134,569	\$7,501,870

# Field Operations

Addresses community needs by enforcing public safety laws and providing prompt responses to service requests.

## PROGRAM ACTIVITIES

Provide uniform patrol 24 hours a day, 7 days a week to prevent and deter crime within the Santa Barbara community.

Responsible for promptly responding to the community's calls for service, ensuring that each request is addressed with professionalism and efficiency.

Uphold State and Local statutes and enforce traffic regulations.

Carry out initial investigations and complete crime reports.

Facilitate the safe and efficient movement of motor vehicles, bicyclists, and pedestrians on City streets and thoroughfares.

Implement community policing strategies to reduce crime and improve quality of life in our community.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$1,081,599	\$751,269	\$1,140,511	\$1,151,814
Expenses	\$22,113,969	\$23,294,990	\$25,808,727	\$27,456,105
REVENUES LESS EXPENSES	-\$21,032,370	-\$22,543,721	-\$24,668,216	-\$26,304,291

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$477,745	\$198,421	\$557,407	\$568,710
Fines & Forfeitures	\$307,281	\$293,024	\$325,000	\$325,000
Intergovernmental	\$264,150	\$218,104	\$218,104	\$218,104
Fees & Service Charges	\$34,761	\$41,720	\$40,000	\$40,000
Use Of Money & Prpty	-\$2,338	\$0	\$0	\$0
TOTAL	\$1,081,599	\$751,269	\$1,140,511	\$1,151,814

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$11,722,505	\$11,880,243	\$12,853,295	\$13,645,036
Benefits	\$9,372,171	\$10,097,880	\$11,476,459	\$12,106,424
Allocated Costs	\$540,580	\$791,915	\$976,635	\$1,135,308
Supplies & Services	\$260,149	\$294,952	\$272,338	\$339,338
Transfers	\$199,156	\$230,000	\$230,000	\$230,000
Non-Capital Equipment	\$19,408	\$0	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$22,113,969	\$23,294,990	\$25,808,727	\$27,456,105

# Information Technology

*Designs, creates, implements, and maintains automated electronic and software systems while providing 24-hour technical support to users, enhancing public safety.*

## PROGRAM ACTIVITIES

Provide infrastructure support and network security for the 911 Combined Communications Center and all Police Department systems.

Manage the Department's body-worn and vehicle camera systems, as well as handheld and vehicle radio systems.

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.

Design and implement automated systems to enhance public safety, by providing efficient workflows and mission-critical data on time.

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

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$517,823	\$143,078	\$173,078	\$173,078
<b>Expenses</b>	\$2,185,336	\$2,389,133	\$2,074,900	\$2,165,991
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,667,513</b>	<b>-\$2,246,055</b>	<b>-\$1,901,823</b>	<b>-\$1,992,914</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$337,701	\$143,078	\$143,078	\$143,078
<b>Internal Charges</b>	\$180,122	\$0	\$30,000	\$30,000
<b>TOTAL</b>	<b>\$517,823</b>	<b>\$143,078</b>	<b>\$173,078</b>	<b>\$173,078</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$628,251	\$880,371	\$824,436	\$849,463
<b>Salaries</b>	\$627,802	\$728,609	\$669,858	\$704,425
<b>Benefits</b>	\$332,703	\$389,639	\$376,662	\$397,427

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Non-Capital Equipment	\$94,405	\$326,604	\$115,000	\$115,000
Allocated Costs	\$142,374	\$63,910	\$88,944	\$99,676
Debt Services & Other	\$195,357	\$0	\$0	\$0
Capital Equip & Projects	\$164,445	\$0	\$0	\$0
TOTAL	\$2,185,336	\$2,389,133	\$2,074,900	\$2,165,991



# Parking Enforcement

*Educates the community and enforces parking regulations in the City of Santa Barbara to ensure compliance with Municipal Code and Vehicle Code regulations to improve safety for drivers, bicyclists, and pedestrians.*

## PROGRAM ACTIVITIES

Educates the community and enforces parking regulations in the City of Santa Barbara to ensure compliance with Municipal and Vehicle Code regulations to improve safety for drivers, bicyclists, and pedestrians.

Enforce Municipal Code regulations for vehicles that are stored on City streets and other City-owned or maintained properties.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Expenses	\$702,307	\$905,005	\$1,186,147	\$1,269,873
REVENUES LESS EXPENSES	-\$702,307	-\$905,005	-\$1,186,147	-\$1,269,873

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$346,262	\$470,873	\$645,718	\$696,129
Benefits	\$279,072	\$334,111	\$426,193	\$449,969
Allocated Costs	\$71,702	\$91,687	\$106,644	\$116,183
Supplies & Services	\$5,271	\$8,334	\$7,592	\$7,592
TOTAL	\$702,307	\$905,005	\$1,186,147	\$1,269,873

# Property and Evidence Management

*Manages and tracks all property received and released by the property room and initiates the destruction of items as required by law.*

## PROGRAM ACTIVITIES

Provide legal access to items of evidence for Santa Barbara Police Department employees and officers of the courts.

Catalog and maintain a comprehensive inventory of all items of evidence, ensuring items are secured and document the chain of custody.

Notify the public how and when their property is available for retrieval from the property room.

Identify and dispose of evidence associated with closed cases.

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, Court, and State Crime Lab requests.

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

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$247,359	\$249,433	\$325,300	\$345,921
<b>REVENUES LESS EXPENSES</b>	<b>-\$247,359</b>	<b>-\$249,433</b>	<b>-\$325,300</b>	<b>-\$345,921</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$144,759	\$139,181	\$186,633	\$198,435
<b>Benefits</b>	\$89,559	\$87,068	\$111,305	\$117,581
<b>Allocated Costs</b>	\$9,403	\$14,558	\$17,136	\$19,679
<b>Supplies &amp; Services</b>	\$3,638	\$8,626	\$10,226	\$10,226
<b>TOTAL</b>	<b>\$247,359</b>	<b>\$249,433</b>	<b>\$325,300</b>	<b>\$345,921</b>

# Range & Safety Equipment

*Provides internal firearms training to all sworn staff to ensure compliance with standards and policies and oversees the maintenance and issuance of safety equipment.*

## PROGRAM ACTIVITIES

Oversee primary weapon qualifications for all sworn staff.

Maintain the operation and cleanliness of indoor firing range.

Operate an indoor firing range in order to provide firearm training and certification in a safe environment.

Maintain inventories of department safety equipment and replace safety equipment as needed.

Maintain condition and inventory control of department weapons.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$11,289	\$87,742	\$0	\$0
<b>Expenses</b>	\$2,808,255	\$2,112,108	\$2,103,076	\$2,105,071
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,796,965</b>	<b>-\$2,024,366</b>	<b>-\$2,103,076</b>	<b>-\$2,105,071</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Intergovernmental</b>	\$0	\$87,742	\$0	\$0
<b>Other Revenues</b>	\$11,289	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$11,289</b>	<b>\$87,742</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Allocated Costs</b>	\$1,398,261	\$1,486,419	\$1,637,385	\$1,639,370
<b>Supplies &amp; Services</b>	\$360,680	\$359,523	\$459,863	\$459,863
<b>Non-Capital Equipment</b>	\$1,038,862	\$255,184	\$0	\$0
<b>Benefits</b>	\$8,720	\$8,382	\$67	\$70
<b>Salaries</b>	\$1,731	\$2,600	\$5,760	\$5,768
<b>TOTAL</b>	<b>\$2,808,255</b>	<b>\$2,112,108</b>	<b>\$2,103,076</b>	<b>\$2,105,071</b>

# Records and Customer Service

*Delivers exceptional customer service to our community, allied agencies, and internal staff by providing organized solutions for preserving and accessing police records in compliance with federal, state, and local laws. Provides professional customer service at the front counter for all department-related activities.*

## PROGRAM ACTIVITIES

Process, maintain, and track all police reports related to cases, arrests, traffic collisions, and traffic citations.

Provide excellent customer service.

Assist the public by taking and completing counter reports.

Handle parking citation collections, including payments, and reviews.

Process all civil and criminal subpoenas for officer and civilian personnel, declarations, and requests for records.

Process and maintain the monthly National Incident-Based Reporting System statistics.

Provide fingerprint services for the Police Department, City employees, bookings, registrants, City permits, and the public.

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

Process all court ordered adult and juvenile record sealings.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$102,388	\$111,506	\$120,500	\$120,500
Expenses	\$1,907,528	\$2,256,325	\$2,474,740	\$2,638,995
REVENUES LESS EXPENSES	-\$1,805,140	-\$2,144,819	-\$2,354,240	-\$2,518,495

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$90,588	\$95,000	\$95,000	\$95,000
Other Revenues	\$11,800	\$16,506	\$25,500	\$25,500
TOTAL	\$102,388	\$111,506	\$120,500	\$120,500

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$1,076,317	\$1,277,365	\$1,405,957	\$1,504,843
Benefits	\$664,426	\$736,452	\$853,913	\$900,900
Allocated Costs	\$98,560	\$149,704	\$129,578	\$147,959

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$68,225	\$92,804	\$85,293	\$85,293
TOTAL	\$1,907,528	\$2,256,325	\$2,474,740	\$2,638,995

# Special Enforcement Team

*The Special Enforcement Team focuses on the prevention and suppression of violent offender incidents and the proactive monitoring of nightlife activities throughout the City.*

## PROGRAM ACTIVITIES

Participate in field enforcement activities that focus on violent offender 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 violent offenders 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 with a focus on violent offenders.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$67,470	\$56,141	\$108,194	\$108,194
<b>REVENUES LESS EXPENSES</b>	<b>-\$67,470</b>	<b>-\$56,141</b>	<b>-\$108,194</b>	<b>-\$108,194</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$11,593	\$0	\$108,194	\$108,194
<b>Benefits</b>	\$40,742	\$38,805	\$0	\$0
<b>Allocated Costs</b>	\$15,135	\$17,336	\$0	\$0
<b>TOTAL</b>	<b>\$67,470</b>	<b>\$56,141</b>	<b>\$108,194</b>	<b>\$108,194</b>

# Public Safety for Community Events

*Monitors community events within the City of Santa Barbara to ensure the safety of event organizers, participants, and the public.*

## PROGRAM ACTIVITIES

Process all police related requests / extra duty assignments for community events in accordance with rules and regulations outlined in the Municipal Code.

Deployment of explosive / detection K9 unit at events throughout the City to enhance public safety.

Prepare and implement tactical plans for all community events likely to require a police presence beyond the scope of day-to-day operations.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$186,699	\$156,075	\$202,000	\$202,000
<b>Expenses</b>	\$743,017	\$364,415	\$676,025	\$679,996
<b>REVENUES LESS EXPENSES</b>	<b>-\$556,318</b>	<b>-\$208,340</b>	<b>-\$474,025</b>	<b>-\$477,996</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$186,699	\$156,075	\$202,000	\$202,000
<b>TOTAL</b>	<b>\$186,699</b>	<b>\$156,075</b>	<b>\$202,000</b>	<b>\$202,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$603,505	\$272,864	\$458,796	\$458,911
<b>Supplies &amp; Services</b>	\$57,975	\$48,872	\$158,563	\$158,563
<b>Benefits</b>	\$76,101	\$33,851	\$51,161	\$53,924
<b>Allocated Costs</b>	\$5,436	\$8,828	\$7,506	\$8,597
<b>TOTAL</b>	<b>\$743,017</b>	<b>\$364,415</b>	<b>\$676,025</b>	<b>\$679,996</b>

# Strategic Operations

Oversees Recruitment and Wellness, Animal Control, Public Safety for Community Events programs.

## PROGRAM ACTIVITIES

Oversee hiring process and background investigations on all prospective Police Department employees.

Maintain the Wellness Program for the Police Department to promote physical and mental health and encourage support groups.

Manage the inventory of all police duty equipment, including tactical and safety gear, ensuring accurate tracking, timely maintenance, and replacement.

Provide animal control related law enforcement activities within the City of Santa Barbara.

Monitor community events within the City of Santa Barbara to ensure the safety of event organizers, participants, and the public.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$198,254	\$2,716	\$150,000	\$150,000
<b>Expenses</b>	\$2,373,092	\$3,080,723	\$3,473,798	\$3,593,013
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,174,838</b>	<b>-\$3,078,007</b>	<b>-\$3,323,798</b>	<b>-\$3,443,013</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$87,390	\$0	\$150,000	\$150,000
<b>Use Of Money &amp; Prpty</b>	\$100,000	\$0	\$0	\$0
<b>Intergovernmental</b>	\$7,745	\$0	\$0	\$0
<b>Licenses &amp; Permits</b>	\$3,119	\$2,716	\$0	\$0
<b>TOTAL</b>	<b>\$198,254</b>	<b>\$2,716</b>	<b>\$150,000</b>	<b>\$150,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$939,911	\$1,179,512	\$1,297,516	\$1,360,607
<b>Benefits</b>	\$604,961	\$708,748	\$952,115	\$992,704
<b>Non-Capital Equipment</b>	\$314,874	\$587,714	\$687,000	\$687,000
<b>Supplies &amp; Services</b>	\$360,423	\$467,339	\$355,167	\$355,167
<b>Allocated Costs</b>	\$133,110	\$137,410	\$182,000	\$197,535
<b>Debt Services &amp; Other</b>	\$19,815	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,373,092</b>	<b>\$3,080,723</b>	<b>\$3,473,798</b>	<b>\$3,593,013</b>



# Traffic Safety

*Minimizes traffic collisions and promotes safe, orderly traffic flow through education, engineering, and enforcement.*

## PROGRAM ACTIVITIES

Enforce traffic laws to ensure safety for motorists, pedestrians, and bicyclists while reducing collisions and facilitating the orderly flow of traffic.

Utilize advanced technology and comprehensive training to conduct thorough investigations of traffic collisions.

Enhance public awareness about traffic-related issues through education and events.

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

Administer grants from the Office of Traffic Safety to enhance traffic safety throughout the Santa Barbara community.

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

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$131,509	\$282,599	\$0	\$0
<b>Expenses</b>	\$1,164,773	\$1,393,584	\$1,406,459	\$1,475,671
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,033,264</b>	<b>-\$1,110,985</b>	<b>-\$1,406,459</b>	<b>-\$1,475,671</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Intergovernmental</b>	\$131,509	\$282,599	\$0	\$0
<b>TOTAL</b>	<b>\$131,509</b>	<b>\$282,599</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$677,966	\$823,407	\$716,223	\$748,669
<b>Benefits</b>	\$423,174	\$486,887	\$616,548	\$644,362
<b>Allocated Costs</b>	\$38,992	\$53,677	\$56,857	\$65,809
<b>Supplies &amp; Services</b>	\$24,641	\$19,413	\$16,831	\$16,831
<b>Non-Capital Equipment</b>	\$0	\$10,200	\$0	\$0
<b>TOTAL</b>	<b>\$1,164,773</b>	<b>\$1,393,584</b>	<b>\$1,406,459</b>	<b>\$1,475,671</b>

# Recruitment and Wellness

*Manages the Departmental hiring process and coordinates background investigations on all prospective Police Department employees. Manages the Officer Wellness Program to promote staff health and safety, creating a supportive and healthy work environment.*

## 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.

Maintain the Wellness Program for the Police Department to promote physical and mental health and encourage support groups.

Oversee hiring process and background investigations on all prospective Police Department employees.

Develop and implement employee retention strategies to foster an appealing work environment.

Supervise and assist police officer recruits during Police Academy.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$40,393	\$0	\$0	\$0
Expenses	\$2,749,313	\$3,133,122	\$3,898,322	\$4,135,980
REVENUES LESS EXPENSES	-\$2,708,920	-\$3,133,122	-\$3,898,322	-\$4,135,980

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$28,034	\$0	\$0	\$0
Intergovernmental	\$12,359	\$0	\$0	\$0
TOTAL	\$40,393	\$0	\$0	\$0

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$1,137,934	\$1,543,707	\$1,898,446	\$2,053,597
Benefits	\$953,318	\$798,111	\$1,189,187	\$1,251,719
Supplies & Services	\$636,216	\$741,929	\$682,015	\$682,015
Allocated Costs	\$21,845	\$49,375	\$128,674	\$148,648
TOTAL	\$2,749,313	\$3,133,122	\$3,898,322	\$4,135,980

# 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:

- 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
- Engineering Services
- 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 Management
- Wastewater Treatment
- Water Capital
- Water Distribution
- Water Resources Laboratory
- Water Management
- Water Supply Management
- Water Treatment

## Authorized Positions

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
FTE Count				
Public Works Department	303.2	311	286.8	286.8
FTE COUNT	303.2	311	286.8	286.8

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$216,691,177	\$251,924,716	\$210,779,288	\$224,549,339
Expenses	\$226,624,033	\$394,658,740	\$229,053,281	\$238,785,864
REVENUES LESS EXPENSES	-\$9,932,856	-\$142,734,024	-\$18,273,993	-\$14,236,525

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$98,951,125	\$110,192,516	\$111,773,831	\$122,580,696
Internal Charges	\$63,007,697	\$62,180,661	\$61,049,822	\$63,974,533
Intergovernmental	\$25,532,476	\$53,479,658	\$12,022,426	\$11,647,614
Use Of Money & Prpty	\$13,463,194	\$10,998,228	\$12,276,515	\$12,406,757
Taxes	\$7,836,307	\$8,000,000	\$8,220,000	\$8,450,000
Taxes, Fees, & Fines	\$3,932,660	\$3,860,830	\$3,940,292	\$3,940,262
Other Revenues	\$2,916,285	\$2,075,058	\$567,252	\$574,252
Licenses & Permits	\$1,051,432	\$1,137,765	\$929,150	\$975,225
TOTAL	\$216,691,177	\$251,924,716	\$210,779,288	\$224,549,339

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$66,022,689	\$213,856,331	\$54,322,034	\$56,670,869
Transfers	\$41,961,397	\$41,183,442	\$40,798,857	\$41,180,182
Salaries	\$35,302,475	\$38,315,106	\$37,236,700	\$40,117,650
Supplies & Services	\$28,835,876	\$35,024,183	\$30,704,913	\$31,486,930
Allocated Costs	\$19,024,213	\$20,745,534	\$21,993,585	\$23,315,388
Benefits	\$19,389,099	\$20,529,761	\$19,818,770	\$20,867,849
Special Projects	\$11,245,678	\$14,090,919	\$13,795,717	\$13,597,771
Debt Services & Other	\$4,264,386	\$10,113,051	\$9,655,261	\$10,728,535
Non-Capital Equipment	\$482,278	\$800,413	\$727,445	\$820,690
Other	\$95,944	\$0	\$0	\$0
TOTAL	\$226,624,033	\$394,658,740	\$229,053,281	\$238,785,864

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Enterprise Funds	\$150,717,176	\$155,105,134	\$155,723,361	\$168,700,013
Special Revenue Funds	\$37,096,774	\$68,833,226	\$22,824,691	\$22,656,614
Internal Services Funds	\$19,455,246	\$17,721,883	\$19,977,358	\$20,310,335
General Fund	\$9,393,095	\$10,077,613	\$12,164,022	\$12,792,520
General Fund-Capital	\$28,886	\$186,860	\$89,856	\$89,856
TOTAL	\$216,691,177	\$251,924,716	\$210,779,288	\$224,549,339

#### Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Enterprise Funds</b>	\$139,560,119	\$225,747,027	\$160,980,706	\$167,055,915
<b>Special Revenue Funds</b>	\$33,467,445	\$77,682,127	\$23,262,007	\$23,858,782
<b>Measure C - Capital</b>	\$24,725,029	\$58,213,073	\$12,080,000	\$13,823,000
<b>Internal Services Funds</b>	\$15,782,508	\$17,162,276	\$17,093,322	\$17,487,266
<b>General Fund</b>	\$11,469,301	\$13,862,849	\$15,187,246	\$16,110,901
<b>General Fund-Capital</b>	\$1,619,631	\$1,991,388	\$450,000	\$450,000
<b>TOTAL</b>	<b>\$226,624,033</b>	<b>\$394,658,740</b>	<b>\$229,053,281</b>	<b>\$238,785,864</b>

#### Enterprise Fund Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Water Fund</b>	\$103,087,811	\$106,196,049	\$113,878,446	\$123,327,007
<b>Wastewater Fund</b>	\$36,096,335	\$36,696,897	\$41,844,915	\$45,373,006
<b>Downtown Parking Fund</b>	\$11,533,030	\$12,212,188	\$0	\$0
<b>TOTAL</b>	<b>\$150,717,176</b>	<b>\$155,105,134</b>	<b>\$155,723,361</b>	<b>\$168,700,013</b>

#### Enterprise Fund Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Water Fund</b>	\$94,787,658	\$129,113,002	\$116,453,012	\$120,040,806
<b>Wastewater Fund</b>	\$32,296,521	\$81,595,435	\$44,527,694	\$47,015,110
<b>Downtown Parking Fund</b>	\$12,475,939	\$15,038,590	\$0	\$0
<b>TOTAL</b>	<b>\$139,560,119</b>	<b>\$225,747,027</b>	<b>\$160,980,706</b>	<b>\$167,055,915</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.

### 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 - Transportation	Leverage innovation tools and technology	Create a multitude of maps in GIS related to the Safe Streets for All Planning Effort.	Percent	50	2026, Baseline
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	2026, Baseline
Innovation	Public Works - Transportation	Enhance communication to inform community with our programs, planning efforts and projects.	Be guest speakers at local conferences, schools, and community organizations.	Numeric Value	2	2026, Baseline
Innovation	Public Works - Transportation	Enhance communication to inform community with our programs, planning efforts and projects.	Develop Vision Zero messaging to community and schools (targeting 2025-2026 school year)	Numeric Value	4	2026, 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	2026, Baseline
Innovation	Public Works - Transportation	Enhance communication to inform community with our programs, planning efforts and projects.	Leverage multiple communication platforms.	Numeric Value	4	2026, Baseline
Innovation	Public Works - Water Resources	Leverage innovative tools and technology to provide quality services.	Complete full deployment of the Advanced Metering Infrastructure (AMI) project and get at least 70 percent of customers signed up on the Water Smart portal by the end of FY 27.	Percent	70	2026, 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.	Numeric Value	24	2026, Baseline
Innovation	Public Works - Engineering	Leveraging innovation tools and technology to provide long-range master planning for engineering, and land development support for the City's capital infrastructure	Develop an asset management program	Numeric Value	1	2026, Baseline
Innovation	Public Works - Fleet/Facilities	Leverage technology to enhance communication and improve customer service for our community.	Projects successfully completed.	Percent	100	2026, Baseline
Organizational Optimization	Public Works - Streets	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of potholes filled	Numeric Value	400	2026, Baseline
Organizational Optimization	Public Works - Streets	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Amount of outreach notices that were delivered	Numeric Value	2,500	2026, 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	2026, Baseline
Organizational Optimization	Public Works - Engineering	Track and bill engineering services for Capital Improvement and Land Development projects	Achieve 90% Cost Recovery for billing	Percent	90	2026, Baseline
Organizational Optimization	Public Works - Downtown Parking	Leverage technology to ensure an excellent customer service experience to members of the public.	Ensure all communications from customers have been responded to/processed within three business days.	Percent	89	2026, 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	2026, Baseline

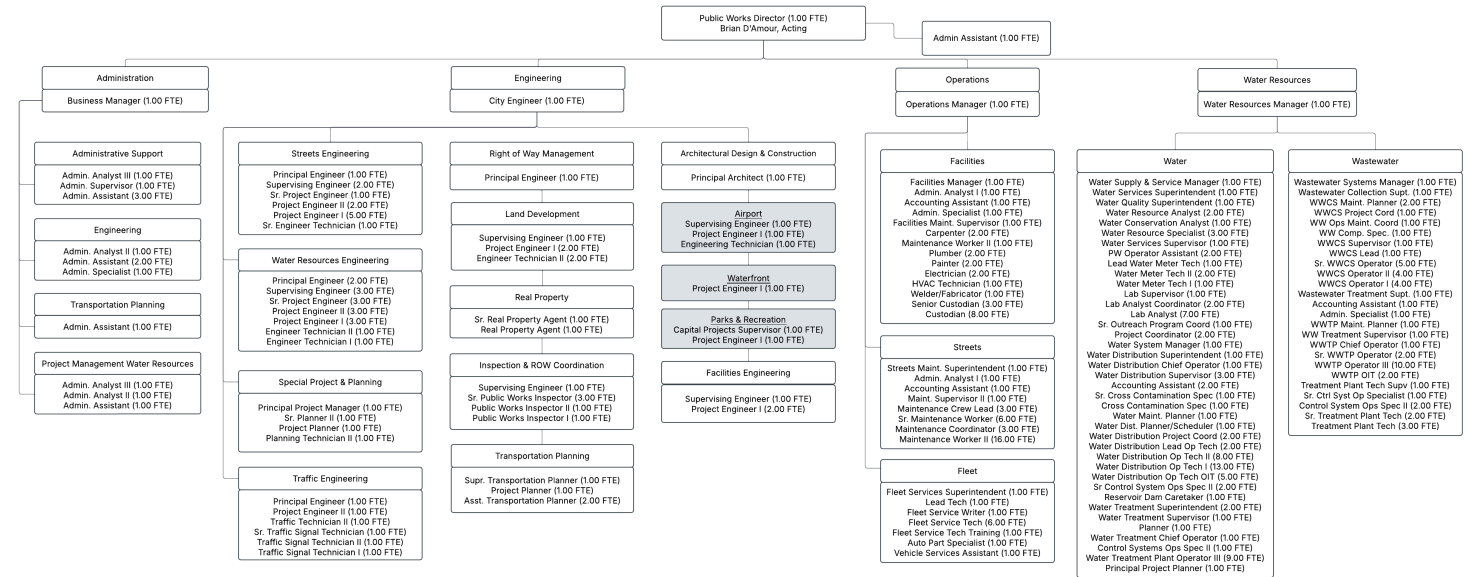
Pillar	Department	Department Goal	Performance Measure	Unit of Measure	Target	Reporting Period
Organizational Optimization	Public Works - Admin	Public Works provides relevant and timely information and strives to earn the trust and high regard of the community	Percent of frequently-viewed Public Works public webpages reviewed and updated annually	Percent	80	2026, Baseline
Organizational Optimization	Public Works - Admin	Public Works provides relevant and timely information and strives to earn the trust and high regard of the community	Percent of weeks providing City News in Brief submittals	Percent	80	2026, Baseline
Organizational Optimization	Public Works - Water Resources	Operate and maintain the City's Water Resources in a way that builds the trust and high regard of the community.	Utilizing various media platforms to develop 24 timely and informative public outreach articles targeting an average of 2 per month.	Numeric Value	24	2026, 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	2026, Baseline
Organizational Optimization	Public Works - Admin	Public Works provides relevant and timely information and strives to earn the trust and high regard of the community	Percent of complaints responded to within 5 working days	Percent	80	2026, Baseline
Organizational Optimization	Public Works - Streets	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Amount of pavement maintenance performed (measured in city blocks)	Numeric Value	100	2026, 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	2026, Baseline
Organizational Optimization	Public Works - Streets	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of trip hazards repaired by concrete grinding or asphalt ramping (measured in Linear Feet)	Numeric Value	10,000	2026, Baseline
Organizational Optimization	Public Works - Streets	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of MS4 storm drain inlets repaired or cleaned during off season in preparation for wet season.	Numeric Value	512	2026, Baseline
Organizational Optimization	Public Works - Streets	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Amount of graffiti abatement sites that were addressed	Numeric Value	1,000	2026, Baseline
Organizational Optimization	Public Works - Streets	Maintain street infrastructure so residents and visitors can move about our community safely and comfortably.	Number of traffic and street signs replaced	Numeric Value	2,000	2026, Baseline
Organizational Optimization	Public Works - Downtown Parking	Leverage technology to enhance the customer experience and support the economic vitality of Downtown.	Update our permit management system to be efficient and prioritize customer service by offering and easy to use parking permit and payment system	Numeric Value	1	2026, 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	2026, Baseline



Pillar	Department	Department Goal	Performance Measure	Unit of Measure	Target	Reporting Period
Organizational Optimization	Public Works - Transportation	Plan for Santa Barbara's transportation future so that people can move safely and actively using all forms of transportation.	Submit grants and work on capital infrastructure projects on active transportation, vision zero and safe routes to school projects, planning efforts, and programs as identified in Bicycle Master Plan, Pedestrian Master Plan, Neighborhood Transportation Management Plans, Vision Zero Strategy, Capital Improvement Program, and Climate Action Plan.	Hours	520	2026, Baseline
Organizational Optimization	Public Works - Transportation	Plan for Santa Barbara's transportation future so that people can move safely and actively using all forms of transportation.	Work on DOT grant awarded Safe Streets for All Action Plan Two-Year Planning Effort. September 2024 began year one.	Percent	50	2026, Baseline
Organizational Optimization	Public Works - Transportation	Plan for Santa Barbara's transportation future so that people can move safely and actively using all forms of transportation.	Provide land development project reviews to ensure all projects are in conformance with the Circulation Element; transportation, parking, and active transportation policies; design standards/guidelines; regulations; practices; and Vision Zero.	Hours	1,040	2026, 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	2026, 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	2026, Baseline
Thriving Workforce	Public Works - Transportation	Hire and train staff/consultants/interns to meet projected workload demands for next two years.	Staff to attend 2 yearly intensive technical transportation planning/engineering trainings that are specific to workload efforts.	Numeric Value	1	2026, Baseline
Thriving Workforce	Public Works - Engineering	Provide professional engineering and management services for managing the City's Capital Improvement & Land Development Programs in a manner that emphasizes a client oriented approach and employee development	Perform an annual post project client survey	Numeric Value	1	2026, Baseline
Thriving Workforce	Public Works - Admin	Public Works supports and develops a skilled and knowledgeable workforce	Percent of employee evaluations received on time	Percent	80	2026, Baseline
Thriving Workforce	Public Works - Admin	Public Works supports and develops a skilled and knowledgeable workforce	Percent of new employee survey ratings for resources and support on the job in first 30 days as at least adequate	Percent	90	2026, Baseline
Thriving Workforce	Public Works - Admin	Public Works supports and develops a skilled and knowledgeable workforce	Percent of survey rating by attendees of the workplace value offered by the quarterly training sessions for Public Works administrative support staff	Percent	80	2026, Baseline
Thriving Workforce	Public Works - Streets	Provide street maintenance services with a skilled workforce that is trained to maintain Santa Barbara style infrastructure.	Provide training opportunities to Streets staff to improve safety practices and knowledge on Streets maintenance	Numeric Value	4	2026, Baseline
Thriving Workforce	Public Works - Water Resources	Provide our employees with meaningful employment, advancement opportunities, and learning that make the Water Resources Division an employer of choice in the region.	Conduct an annual employee survey to get feedback on job satisfaction.	Numeric Value	1	2026, Baseline

Pillar	Department	Department Goal	Performance Measure	Unit of Measure	Target	Reporting Period
Thriving Workforce	Public Works - Water Resources	Provide our employees with meaningful employment, advancement opportunities, and learning that make the Water Resources Division an employer of choice in the region.	Hold at least 2 virtual informational sessions for all Water Resources staff.	Numeric Value	2	2026, 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.	Offer monthly trainings on maintenance equipment usage and protocols.	Numeric Value	12	2026, 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 activities.	Numeric Value	1	2026, Baseline
					20,205	

## 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 stations when a flood watch is issued by the National Weather Service and confirmed by the City of Santa Barbara.

## Financial Information

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$329,992	\$331,058	\$404,586	\$409,844
<b>Expenses</b>	\$306,027	\$385,274	\$404,555	\$409,793
<b>REVENUES LESS EXPENSES</b>	<b>\$23,965</b>	<b>-\$54,216</b>	<b>\$30</b>	<b>\$51</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$329,992	\$331,058	\$404,586	\$409,844
<b>TOTAL</b>	<b>\$329,992</b>	<b>\$331,058</b>	<b>\$404,586</b>	<b>\$409,844</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Allocated Costs</b>	\$124,606	\$129,590	\$140,446	\$143,160
<b>Salaries</b>	\$72,960	\$86,936	\$107,426	\$111,775
<b>Supplies &amp; Services</b>	\$64,128	\$108,137	\$71,845	\$67,074
<b>Benefits</b>	\$44,334	\$60,611	\$60,838	\$63,784
<b>Debt Services &amp; Other</b>	\$0	\$0	\$24,000	\$24,000
<b>TOTAL</b>	<b>\$306,027</b>	<b>\$385,274</b>	<b>\$404,555</b>	<b>\$409,793</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$3,958,954	\$4,407,571	\$5,073,694	\$5,252,564
<b>Expenses</b>	\$4,824,754	\$5,402,482	\$5,140,872	\$5,368,035
<b>REVENUES LESS EXPENSES</b>	<b>-\$865,801</b>	<b>-\$994,911</b>	<b>-\$67,178</b>	<b>-\$115,471</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$3,960,120	\$4,402,071	\$5,068,194	\$5,247,064
<b>Other Revenues</b>	-\$1,167	\$5,500	\$5,500	\$5,500
<b>TOTAL</b>	<b>\$3,958,954</b>	<b>\$4,407,571</b>	<b>\$5,073,694</b>	<b>\$5,252,564</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,444,437	\$1,505,150	\$1,592,821	\$1,691,001
<b>Benefits</b>	\$1,380,184	\$999,388	\$979,020	\$1,034,531
<b>Allocated Costs</b>	\$690,046	\$744,589	\$944,541	\$1,005,057
<b>Capital Equip &amp; Projects</b>	\$114,980	\$1,300,000	\$450,000	\$450,000
<b>Supplies &amp; Services</b>	\$279,553	\$418,404	\$619,740	\$619,601
<b>Special Projects</b>	\$308,056	\$417,301	\$534,750	\$547,846
<b>Transfers</b>	\$600,000	\$0	\$0	\$0
<b>Non-Capital Equipment</b>	\$7,497	\$17,650	\$5,000	\$5,000
<b>Debt Services &amp; Other</b>	\$0	\$0	\$15,000	\$15,000
<b>TOTAL</b>	<b>\$4,824,754</b>	<b>\$5,402,482</b>	<b>\$5,140,872</b>	<b>\$5,368,035</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$287,712	\$305,746	\$305,746	\$305,746
<b>Expenses</b>	\$286,305	\$303,169	\$305,746	\$305,746
<b>REVENUES LESS EXPENSES</b>	<b>\$1,406</b>	<b>\$2,577</b>	<b>\$0</b>	<b>\$0</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$287,712	\$305,746	\$305,746	\$305,746
<b>TOTAL</b>	<b>\$287,712</b>	<b>\$305,746</b>	<b>\$305,746</b>	<b>\$305,746</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$222,596	\$261,629	\$282,917	\$281,164
<b>Allocated Costs</b>	\$7,144	\$27,286	\$22,829	\$24,582
<b>Salaries</b>	\$37,391	\$1,275	\$0	\$0
<b>Benefits</b>	\$19,174	\$12,979	\$0	\$0
<b>TOTAL</b>	<b>\$286,305</b>	<b>\$303,169</b>	<b>\$305,746</b>	<b>\$305,746</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$1,894,330	\$2,584,403	\$2,806,819	\$2,923,354
<b>Expenses</b>	\$1,941,570	\$2,697,493	\$2,749,257	\$2,863,139
<b>REVENUES LESS EXPENSES</b>	<b>-\$47,240</b>	<b>-\$113,090</b>	<b>\$57,562</b>	<b>\$60,215</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$1,894,330	\$2,584,403	\$2,806,819	\$2,923,354
<b>TOTAL</b>	<b>\$1,894,330</b>	<b>\$2,584,403</b>	<b>\$2,806,819</b>	<b>\$2,923,354</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$626,587	\$903,627	\$921,940	\$980,804
<b>Supplies &amp; Services</b>	\$667,857	\$840,220	\$827,931	\$845,122
<b>Benefits</b>	\$423,405	\$696,672	\$657,238	\$690,175
<b>Allocated Costs</b>	\$223,721	\$256,974	\$342,148	\$347,038
<b>TOTAL</b>	<b>\$1,941,570</b>	<b>\$2,697,493</b>	<b>\$2,749,257</b>	<b>\$2,863,139</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$0	\$600,000	\$0	\$0
Expenses	\$7,534,886	\$11,774,575	\$13,897,764	\$14,003,009
REVENUES LESS EXPENSES	<b>-\$7,534,886</b>	<b>-\$11,174,575</b>	<b>-\$13,897,764</b>	<b>-\$14,003,009</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$5,740,045	\$6,894,591	\$8,923,865	\$9,042,040
Debt Services & Other	\$912,316	\$4,209,611	\$4,209,610	\$4,209,611
Salaries	\$447,985	\$450,106	\$471,851	\$493,387
Benefits	\$196,350	\$216,746	\$215,597	\$226,763
Allocated Costs	\$237,985	\$3,521	\$14,342	\$14,708
Capital Equip & Projects	\$0	\$0	\$50,000	\$15,000
Non-Capital Equipment	\$206	\$0	\$12,500	\$1,500
TOTAL	<b>\$7,534,886</b>	<b>\$11,774,575</b>	<b>\$13,897,764</b>	<b>\$14,003,009</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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$7,294,393	\$8,030,992	\$10,000,927	\$10,531,006
Expenses	\$9,991,343	\$10,809,086	\$12,076,496	\$12,767,812
REVENUES LESS EXPENSES	-\$2,696,950	-\$2,778,094	-\$2,075,568	-\$2,236,806

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$7,294,243	\$8,030,992	\$10,000,927	\$10,531,006
Other Revenues	\$150	\$0	\$0	\$0
TOTAL	\$7,294,393	\$8,030,992	\$10,000,927	\$10,531,006

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$5,395,549	\$6,408,087	\$7,447,016	\$7,969,074
Benefits	\$2,527,956	\$3,240,999	\$3,245,112	\$3,376,791
Transfers	\$1,434,616	\$351,867	\$459,012	\$441,777
Allocated Costs	\$484,493	\$620,254	\$739,069	\$790,882
Supplies & Services	\$107,796	\$139,733	\$141,687	\$143,687
Non-Capital Equipment	\$32,611	\$28,000	\$34,500	\$35,500
Special Projects	\$8,323	\$20,146	\$10,100	\$10,100
TOTAL	\$9,991,343	\$10,809,086	\$12,076,496	\$12,767,812



# 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

Perform an asset inventory audit and Facilities Condition Assessment to inform and prioritize future capital projects.

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

Develop a comprehensive Facilities Capital Program with a detailed work plan addressing deferred maintenance across buildings.

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

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$879,060	\$0	\$0	\$0
<b>Expenses</b>	\$3,510,281	\$11,464,934	\$1,300,000	\$1,700,000
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,631,221</b>	<b>-\$11,464,934</b>	<b>-\$1,300,000</b>	<b>-\$1,700,000</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$629,060	\$0	\$0	\$0
<b>Other Revenues</b>	\$250,000	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$879,060</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Capital Equip &amp; Projects</b>	\$3,481,221	\$11,464,934	\$1,300,000	\$1,700,000
<b>Transfers</b>	\$29,060	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$3,510,281</b>	<b>\$11,464,934</b>	<b>\$1,300,000</b>	<b>\$1,700,000</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$11,022,670	\$10,398,851	\$11,692,260	\$11,724,573
Expenses	\$7,319,858	\$8,966,563	\$9,248,637	\$9,296,298
REVENUES LESS EXPENSES	\$3,702,812	\$1,432,288	\$2,443,623	\$2,428,274

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Use Of Money & Prpty	\$6,767,145	\$6,813,415	\$7,449,447	\$7,478,689
Internal Charges	\$3,921,055	\$3,395,656	\$4,042,561	\$4,045,631
Other Revenues	\$334,470	\$189,780	\$200,252	\$200,252
TOTAL	\$11,022,670	\$10,398,851	\$11,692,260	\$11,724,573

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$2,828,616	\$4,297,292	\$4,300,026	\$4,186,450
Salaries	\$1,138,779	\$1,277,776	\$1,273,571	\$1,410,509
Supplies & Services	\$1,050,965	\$955,702	\$1,094,409	\$1,030,677
Allocated Costs	\$788,645	\$941,839	\$1,062,270	\$1,099,477
Benefits	\$844,421	\$781,038	\$810,111	\$852,393
Debt Services & Other	\$606,371	\$606,371	\$643,562	\$652,054
Special Projects	\$52,999	\$77,704	\$56,804	\$56,854

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Non-Capital Equipment	\$7,594	\$4,519	\$7,884	\$7,884
Transfers	\$1,467	\$24,322	\$0	\$0
TOTAL	\$7,319,858	\$8,966,563	\$9,248,637	\$9,296,298

# Gibraltar Dam

*Operate and maintain Gibraltar Dam and Reservoir in accordance with all dam safety standards to maximize the City of Santa Barbara 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$589,301	\$693,417	\$702,493	\$722,339
<b>REVENUES LESS EXPENSES</b>	<b>-\$589,301</b>	<b>-\$693,417</b>	<b>-\$702,493</b>	<b>-\$722,339</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$256,231	\$266,456	\$280,762	\$290,393
<b>Supplies &amp; Services</b>	\$209,004	\$168,600	\$171,112	\$174,804
<b>Benefits</b>	\$112,564	\$149,747	\$139,656	\$145,094
<b>Special Projects</b>	\$0	\$90,000	\$90,000	\$90,000
<b>Allocated Costs</b>	\$11,502	\$17,114	\$19,463	\$20,548
<b>Non-Capital Equipment</b>	\$0	\$1,500	\$1,500	\$1,500
<b>TOTAL</b>	<b>\$589,301</b>	<b>\$693,417</b>	<b>\$702,493</b>	<b>\$722,339</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$239,613	\$201,399	\$236,820	\$245,506
<b>REVENUES LESS EXPENSES</b>	<b>-\$239,613</b>	<b>-\$201,399</b>	<b>-\$236,820</b>	<b>-\$245,506</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$110,123	\$55,724	\$83,303	\$87,070
<b>Benefits</b>	\$77,615	\$60,200	\$71,374	\$75,859
<b>Allocated Costs</b>	\$40,389	\$38,758	\$45,325	\$45,756
<b>Supplies &amp; Services</b>	\$11,259	\$42,480	\$35,819	\$35,822
<b>Special Projects</b>	\$0	\$4,000	\$0	\$0
<b>Non-Capital Equipment</b>	\$226	\$237	\$1,000	\$1,000
<b>TOTAL</b>	<b>\$239,613</b>	<b>\$201,399</b>	<b>\$236,820</b>	<b>\$245,506</b>

# Land Development and Real Property

*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

The Land Development team manages and operates the Public Works permit process online and in-person.

The Real Property team manages Public Works' real property interests.

## FINANCIAL INFORMATION

### Land Development

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$2,002,449	\$2,104,588	\$2,113,481	\$2,207,999
<b>Expenses</b>	\$1,951,897	\$2,328,373	\$2,428,203	\$2,552,190
<b>REVENUES LESS EXPENSES</b>	<b>\$50,552</b>	<b>-\$223,785</b>	<b>-\$314,721</b>	<b>-\$344,191</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Licenses &amp; Permits</b>	\$933,547	\$1,006,995	\$921,500	\$967,575
<b>Fees &amp; Service Charges</b>	\$627,570	\$487,045	\$659,250	\$692,213
<b>Internal Charges</b>	\$285,443	\$466,756	\$392,731	\$401,212
<b>Other Revenues</b>	\$155,889	\$143,792	\$140,000	\$147,000
<b>TOTAL</b>	<b>\$2,002,449</b>	<b>\$2,104,588</b>	<b>\$2,113,481</b>	<b>\$2,207,999</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,137,159	\$1,213,399	\$1,274,490	\$1,367,587
<b>Benefits</b>	\$526,365	\$616,399	\$596,053	\$620,353
<b>Allocated Costs</b>	\$219,167	\$271,360	\$314,024	\$319,719
<b>Special Projects</b>	\$14,575	\$114,956	\$84,000	\$84,000
<b>Transfers</b>	\$28,886	\$41,358	\$89,856	\$89,856
<b>Supplies &amp; Services</b>	\$21,458	\$59,401	\$46,279	\$45,926
<b>Non-Capital Equipment</b>	\$4,287	\$11,500	\$23,500	\$24,750
<b>TOTAL</b>	<b>\$1,951,897</b>	<b>\$2,328,373</b>	<b>\$2,428,203</b>	<b>\$2,552,190</b>

# Meter Services

*Deliver accurate, reliable, and timely water metering services that support efficient utility management and fair billing practices by utilizing innovative technology and ensuring customer satisfaction while prioritizing safety and sustainability. Obtain monthly billing reads for approximately 28,000 water meters and download to the centralized utility billing system.*

## PROGRAM ACTIVITIES

Process approximately 10,000 service orders annually to begin and terminate service.

Monitor and maintain the City's Automated Metering Infrastructure (AMI) Systems. Using our integrated AMI and Customer Information System (CIS), provide real-time data to proactively identify issues like leaks or high-water use, enabling faster response and improved customer communication.

Provide free customer field visits to support efficient use of water.

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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,230,871	\$1,260,863	\$1,675,942	\$1,661,065
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,230,871</b>	<b>-\$1,260,863</b>	<b>-\$1,675,942</b>	<b>-\$1,661,065</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$734,272	\$712,301	\$827,688	\$887,158
<b>Benefits</b>	\$359,570	\$411,390	\$416,938	\$439,777
<b>Allocated Costs</b>	\$87,488	\$94,752	\$124,696	\$127,910
<b>Special Projects</b>	\$0	\$0	\$243,300	\$42,200
<b>Supplies &amp; Services</b>	\$47,568	\$41,020	\$38,320	\$39,020
<b>Non-Capital Equipment</b>	\$1,974	\$1,400	\$25,000	\$125,000
<b>TOTAL</b>	<b>\$1,230,871</b>	<b>\$1,260,863</b>	<b>\$1,675,942</b>	<b>\$1,661,065</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$125,139	\$128,893	\$139,469	\$143,371
<b>Expenses</b>	\$1,580,138	\$1,831,729	\$1,927,270	\$2,065,387
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,454,999</b>	<b>-\$1,702,836</b>	<b>-\$1,787,801</b>	<b>-\$1,922,016</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$125,139	\$128,893	\$139,469	\$143,371
<b>TOTAL</b>	<b>\$125,139</b>	<b>\$128,893</b>	<b>\$139,469</b>	<b>\$143,371</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$823,371	\$890,647	\$910,006	\$967,950
<b>Benefits</b>	\$420,597	\$471,237	\$482,238	\$507,209
<b>Allocated Costs</b>	\$264,879	\$296,945	\$358,515	\$410,886
<b>Supplies &amp; Services</b>	\$70,023	\$129,700	\$133,551	\$130,838
<b>Special Projects</b>	\$0	\$30,000	\$23,460	\$29,003
<b>Non-Capital Equipment</b>	\$1,267	\$13,200	\$19,500	\$19,500
<b>TOTAL</b>	<b>\$1,580,138</b>	<b>\$1,831,729</b>	<b>\$1,927,270</b>	<b>\$2,065,387</b>



# Recycled Water

*Provide cost-effective treatment and distribution of recycled water in accordance with state and federal regulations in order to conserve the City of Santa Barbara's potable water supplies.*

## PROGRAM ACTIVITIES

Operate and maintain the City's recycled water treatment system and distribution system comprised of pipelines, pump stations, reservoirs, pressure-reducing stations, and metered service connections.

Provide assistance with and ensure compliance with all regulations at recycled water customer sites.

Ensure compliance with required agreements and State and federal 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,557,078	\$1,809,276	\$1,978,504	\$2,046,213
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,557,078</b>	<b>-\$1,809,276</b>	<b>-\$1,978,504</b>	<b>-\$2,046,213</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$594,018	\$747,847	\$917,718	\$934,129
<b>Salaries</b>	\$638,781	\$689,481	\$684,151	\$717,525
<b>Benefits</b>	\$297,182	\$336,318	\$334,440	\$350,109
<b>Allocated Costs</b>	\$27,097	\$35,630	\$42,194	\$44,449
<b>TOTAL</b>	<b>\$1,557,078</b>	<b>\$1,809,276</b>	<b>\$1,978,504</b>	<b>\$2,046,213</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$5,345,812	\$5,141,144	\$5,211,328	\$4,830,516
<b>Expenses</b>	\$3,192,406	\$6,077,616	\$4,398,852	\$4,565,080
<b>REVENUES LESS EXPENSES</b>	<b>\$2,153,406</b>	<b>-\$936,472</b>	<b>\$812,476</b>	<b>\$265,436</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Intergovernmental</b>	\$5,046,111	\$4,996,144	\$5,026,328	\$4,641,516
<b>Use Of Money &amp; Prpty</b>	\$299,701	\$145,000	\$185,000	\$189,000
<b>TOTAL</b>	<b>\$5,345,812</b>	<b>\$5,141,144</b>	<b>\$5,211,328</b>	<b>\$4,830,516</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,252,691	\$1,441,713	\$1,693,130	\$1,798,792
<b>Benefits</b>	\$601,470	\$873,360	\$923,972	\$972,312
<b>Supplies &amp; Services</b>	\$565,902	\$684,899	\$761,602	\$761,605
<b>Allocated Costs</b>	\$595,943	\$654,496	\$722,493	\$734,715
<b>Transfers</b>	\$41,873	\$2,203,486	\$3,656	\$3,656
<b>Special Projects</b>	\$127,802	\$209,938	\$280,000	\$280,000
<b>Non-Capital Equipment</b>	\$6,724	\$9,724	\$14,000	\$14,000
<b>TOTAL</b>	<b>\$3,192,406</b>	<b>\$6,077,616</b>	<b>\$4,398,852</b>	<b>\$4,565,080</b>

# Sewer Lateral Inspection Program

*Educate the public on sewer lateral ownership and maintenance practices to reduce private sewer spills and minimize impact on the environment.*

## PROGRAM ACTIVITIES

Manage the Sewer Lateral Inspection Program to minimize private lateral sewer discharges.

Provide resources for the public for sewer lateral maintenance and repairs.

Provide public outreach and education to program stakeholders.

Protect the Wastewater Collection System by managing private lateral maintenance and repairs.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,253,426	\$1,588,928	\$1,524,400	\$1,634,710
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,253,426</b>	<b>-\$1,588,928</b>	<b>-\$1,524,400</b>	<b>-\$1,634,710</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$615,465	\$882,179	\$781,726	\$854,626
<b>Salaries</b>	\$425,221	\$441,747	\$473,117	\$498,054
<b>Benefits</b>	\$179,012	\$237,264	\$234,284	\$245,184
<b>Allocated Costs</b>	\$20,653	\$25,738	\$28,274	\$29,847
<b>Non-Capital Equipment</b>	\$451	\$2,000	\$7,000	\$7,000
<b>Other</b>	\$12,138	\$0	\$0	\$0
<b>Debt Services &amp; Other</b>	\$486	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$1,253,426</b>	<b>\$1,588,928</b>	<b>\$1,524,400</b>	<b>\$1,634,710</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,351,762	\$1,831,415	\$1,700,088	\$1,719,560
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,351,762</b>	<b>-\$1,831,415</b>	<b>-\$1,700,088</b>	<b>-\$1,719,560</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$680,733	\$814,933	\$597,280	\$580,108
<b>Allocated Costs</b>	\$274,465	\$450,121	\$594,671	\$611,306
<b>Benefits</b>	\$256,078	\$377,369	\$330,431	\$350,430
<b>Supplies &amp; Services</b>	\$135,629	\$182,544	\$170,707	\$170,715
<b>Special Projects</b>	\$3,955	\$5,500	\$5,000	\$5,000
<b>Non-Capital Equipment</b>	\$902	\$948	\$2,000	\$2,000
<b>TOTAL</b>	<b>\$1,351,762</b>	<b>\$1,831,415</b>	<b>\$1,700,088</b>	<b>\$1,719,560</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$471,731	\$517,424	\$993,852	\$914,407
<b>REVENUES LESS EXPENSES</b>	<b>-\$471,731</b>	<b>-\$517,424</b>	<b>-\$993,852</b>	<b>-\$914,407</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$109,842	\$124,758	\$449,033	\$472,253
<b>Supplies &amp; Services</b>	\$145,841	\$146,420	\$152,023	\$152,023
<b>Benefits</b>	\$77,288	\$91,405	\$189,136	\$194,735
<b>Allocated Costs</b>	\$130,457	\$149,604	\$88,746	\$89,395
<b>Special Projects</b>	\$8,078	\$5,000	\$113,914	\$5,000
<b>Non-Capital Equipment</b>	\$226	\$237	\$1,000	\$1,000
<b>TOTAL</b>	<b>\$471,731</b>	<b>\$517,424</b>	<b>\$993,852</b>	<b>\$914,407</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$16,873,420	\$48,553,382	\$2,853,296	\$2,836,061
Expenses	\$38,297,577	\$102,384,082	\$13,633,296	\$14,959,061
REVENUES LESS EXPENSES	-\$21,424,157	-\$53,830,700	-\$10,780,000	-\$12,123,000

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$9,344,060	\$40,437,656	\$95,703	\$95,703
Internal Charges	\$7,517,928	\$8,106,726	\$2,751,593	\$2,734,358
Use Of Money & Prpty	\$11,432	\$9,000	\$6,000	\$6,000
TOTAL	\$16,873,420	\$48,553,382	\$2,853,296	\$2,836,061

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$35,278,300	\$96,688,791	\$13,425,008	\$14,768,008
Transfers	\$2,008,574	\$3,312,656	\$106,421	\$89,186
Supplies & Services	\$991,381	\$1,383,385	\$101,867	\$101,867
Special Projects	\$19,321	\$999,250	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$38,297,577	\$102,384,082	\$13,633,296	\$14,959,061

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$907,076	\$975,580	\$1,131,909	\$1,190,680
<b>REVENUES LESS EXPENSES</b>	<b>-\$907,076</b>	<b>-\$975,580</b>	<b>-\$1,131,909</b>	<b>-\$1,190,680</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$509,639	\$522,877	\$570,171	\$595,427
<b>Benefits</b>	\$263,360	\$323,502	\$389,874	\$418,502
<b>Allocated Costs</b>	\$91,573	\$96,051	\$113,459	\$118,447
<b>Special Projects</b>	\$29,929	\$19,932	\$25,000	\$25,000
<b>Supplies &amp; Services</b>	\$12,474	\$11,862	\$22,405	\$22,305
<b>Non-Capital Equipment</b>	\$100	\$1,356	\$11,000	\$11,000
<b>TOTAL</b>	<b>\$907,076</b>	<b>\$975,580</b>	<b>\$1,131,909</b>	<b>\$1,190,680</b>



# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,439,134	\$1,416,010	\$1,286,635	\$1,343,858
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,439,134</b>	<b>-\$1,416,010</b>	<b>-\$1,286,635</b>	<b>-\$1,343,858</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Allocated Costs</b>	\$469,168	\$507,488	\$443,116	\$457,693
<b>Salaries</b>	\$522,364	\$396,141	\$327,954	\$342,694
<b>Benefits</b>	\$278,663	\$289,171	\$321,227	\$349,130
<b>Supplies &amp; Services</b>	\$166,119	\$218,262	\$190,256	\$190,258
<b>Non-Capital Equipment</b>	\$1,142	\$1,948	\$4,082	\$4,082
<b>Special Projects</b>	\$1,678	\$3,000	\$0	\$0
<b>TOTAL</b>	<b>\$1,439,134</b>	<b>\$1,416,010</b>	<b>\$1,286,635</b>	<b>\$1,343,858</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$1,942,050	\$2,120,196	\$2,165,393	\$2,247,181
<b>REVENUES LESS EXPENSES</b>	<b>-\$1,942,050</b>	<b>-\$2,120,196</b>	<b>-\$2,165,393</b>	<b>-\$2,247,181</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Allocated Costs</b>	\$880,805	\$827,985	\$876,828	\$902,623
<b>Salaries</b>	\$513,143	\$552,261	\$557,627	\$584,794
<b>Benefits</b>	\$255,408	\$323,099	\$389,112	\$417,939
<b>Non-Capital Equipment</b>	\$161,484	\$290,975	\$210,680	\$210,680
<b>Supplies &amp; Services</b>	\$68,865	\$85,876	\$91,145	\$91,145
<b>Special Projects</b>	\$62,346	\$40,000	\$40,000	\$40,000
<b>TOTAL</b>	<b>\$1,942,050</b>	<b>\$2,120,196</b>	<b>\$2,165,393</b>	<b>\$2,247,181</b>

# 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 street operations and infrastructure programs 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$13,855,453	\$14,585,954	\$14,206,571	\$14,436,541
<b>Expenses</b>	\$4,945,055	\$5,418,267	\$5,599,880	\$5,799,976
<b>REVENUES LESS EXPENSES</b>	<b>\$8,910,398</b>	<b>\$9,167,687</b>	<b>\$8,606,691</b>	<b>\$8,636,565</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Taxes</b>	\$7,836,307	\$8,000,000	\$8,220,000	\$8,450,000
<b>Taxes, Fees, &amp; Fines</b>	\$3,932,660	\$3,860,830	\$3,940,292	\$3,940,262
<b>Internal Charges</b>	\$1,274,858	\$1,135,230	\$1,135,230	\$1,135,230
<b>Intergovernmental</b>	\$654,127	\$1,503,326	\$759,395	\$759,395
<b>Other Revenues</b>	\$52,561	\$37,547	\$56,500	\$56,500
<b>Use Of Money &amp; Prpty</b>	\$71,271	\$47,442	\$36,968	\$36,968
<b>Fees &amp; Service Charges</b>	\$29,205	\$1,209	\$50,536	\$50,536
<b>Licenses &amp; Permits</b>	\$4,465	\$370	\$7,650	\$7,650
<b>TOTAL</b>	<b>\$13,855,453</b>	<b>\$14,585,954</b>	<b>\$14,206,571</b>	<b>\$14,436,541</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Transfers</b>	\$2,483,218	\$2,677,043	\$2,736,262	\$2,741,183
<b>Special Projects</b>	\$1,615,740	\$1,690,487	\$1,829,054	\$1,880,183
<b>Allocated Costs</b>	\$601,575	\$700,604	\$863,632	\$998,654
<b>Salaries</b>	\$74,642	\$111,220	\$68,531	\$73,829

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Benefits	\$87,959	\$123,141	\$52,613	\$56,340
Supplies & Services	\$81,922	\$115,772	\$49,787	\$49,787
TOTAL	\$4,945,055	\$5,418,267	\$5,599,880	\$5,799,976

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$304,478	\$247,000	\$247,750	\$247,750
<b>Expenses</b>	\$813,817	\$1,106,239	\$1,054,813	\$1,126,237
<b>REVENUES LESS EXPENSES</b>	<b>-\$509,339</b>	<b>-\$859,239</b>	<b>-\$807,063</b>	<b>-\$878,487</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$304,478	\$247,000	\$247,750	\$247,750
<b>TOTAL</b>	<b>\$304,478</b>	<b>\$247,000</b>	<b>\$247,750</b>	<b>\$247,750</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$422,899	\$459,447	\$516,682	\$555,407
Benefits	\$269,283	\$367,959	\$356,998	\$386,024
Special Projects	\$54,346	\$176,829	\$70,500	\$70,500
Allocated Costs	\$60,237	\$66,564	\$80,496	\$84,169
Supplies & Services	\$6,601	\$28,240	\$23,637	\$23,637
Non-Capital Equipment	\$451	\$7,200	\$6,500	\$6,500
TOTAL	\$813,817	\$1,106,239	\$1,054,813	\$1,126,237

# 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.

Implement and oversee the FOG (Fats, Oil, and Grease) control program.

Provide sewer main design and construction support for City utility coordination projects.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$0	\$14,302	\$0	\$0
Expenses	\$4,611,631	\$5,513,305	\$6,469,902	\$6,770,916
REVENUES LESS EXPENSES	-\$4,611,631	-\$5,499,003	-\$6,469,902	-\$6,770,916

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$0	\$14,302	\$0	\$0
TOTAL	\$0	\$14,302	\$0	\$0

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$1,821,703	\$1,896,211	\$2,417,247	\$2,569,628
Benefits	\$923,684	\$1,098,771	\$1,332,498	\$1,393,862
Allocated Costs	\$647,578	\$892,327	\$1,099,291	\$1,114,558
Supplies & Services	\$636,469	\$788,030	\$990,867	\$1,012,867
Special Projects	\$545,187	\$788,466	\$550,000	\$600,000
Capital Equip & Projects	\$31,850	\$36,000	\$32,000	\$32,000
Non-Capital Equipment	\$389	\$13,500	\$48,000	\$48,000
Other	\$4,771	\$0	\$0	\$0
TOTAL	\$4,611,631	\$5,513,305	\$6,469,902	\$6,770,916

# Wastewater Treatment

Provide cost-effective wastewater treatment, protect ocean water quality and public health, and comply with state and federal regulations.

## 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$30,151,791	\$31,522,845	\$34,492,415	\$37,676,466
<b>Expenses</b>	\$9,950,758	\$10,713,039	\$11,319,574	\$12,045,371
<b>REVENUES LESS EXPENSES</b>	<b>\$20,201,033</b>	<b>\$20,809,806</b>	<b>\$23,172,841</b>	<b>\$25,631,095</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$28,593,659	\$30,871,419	\$33,658,415	\$36,825,466
<b>Use Of Money &amp; Prpty</b>	\$1,035,251	\$651,426	\$829,000	\$846,000
<b>Intergovernmental</b>	\$520,696	\$0	\$0	\$0
<b>Other Revenues</b>	\$2,186	\$0	\$5,000	\$5,000
<b>TOTAL</b>	<b>\$30,151,791</b>	<b>\$31,522,845</b>	<b>\$34,492,415</b>	<b>\$37,676,466</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$4,360,332	\$5,401,291	\$5,343,947	\$5,804,027
<b>Salaries</b>	\$2,949,992	\$3,134,710	\$3,518,219	\$3,685,258
<b>Benefits</b>	\$2,036,966	\$1,698,085	\$1,821,496	\$1,907,294
<b>Allocated Costs</b>	\$401,831	\$296,841	\$409,913	\$422,792
<b>Special Projects</b>	\$60,895	\$49,462	\$150,000	\$150,000
<b>Capital Equip &amp; Projects</b>	\$94,290	\$91,250	\$35,000	\$35,000
<b>Non-Capital Equipment</b>	\$46,453	\$41,400	\$41,000	\$41,000
<b>TOTAL</b>	<b>\$9,950,758</b>	<b>\$10,713,039</b>	<b>\$11,319,574</b>	<b>\$12,045,371</b>



# Wastewater Capital

*Develop, design, and construct projects that will maintain, upgrade, and enhance the infrastructure of the wastewater system in order to meet regulatory requirements and to protect public health and the environment.*

## PROGRAM ACTIVITIES

Determine and prioritize the work required to maintain and upgrade the City's wastewater system infrastructure.

Develop funding to facilitate the Wastewater Capital Program.

Design and coordinate Wastewater Capital Projects.

Bid, award, and inspect Wastewater Capital Projects through completion of construction.

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

On average, rehabilitate, repair, or replace 1% (or 2.6 miles) of sewer system annually to minimize sanitary sewer overflows due to aging infrastructure and capacity constraints.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$5,944,544	\$5,159,750	\$7,352,500	\$7,696,540
<b>Expenses</b>	\$4,886,898	\$49,269,487	\$7,352,500	\$7,696,545
<b>REVENUES LESS EXPENSES</b>	<b>\$1,057,646</b>	<b>-\$44,109,737</b>	<b>-\$1</b>	<b>-\$5</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Internal Charges</b>	\$5,215,114	\$5,159,750	\$7,230,962	\$7,568,926
<b>Intergovernmental</b>	\$644,064	\$0	\$0	\$0
<b>Fees &amp; Service Charges</b>	\$85,366	\$0	\$121,538	\$127,614
<b>TOTAL</b>	<b>\$5,944,544</b>	<b>\$5,159,750</b>	<b>\$7,352,500</b>	<b>\$7,696,540</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Capital Equip &amp; Projects</b>	\$4,068,937	\$48,220,490	\$7,352,500	\$7,131,350
<b>Supplies &amp; Services</b>	\$683,704	\$1,048,997	\$0	\$0
<b>Debt Services &amp; Other</b>	\$234,001	\$0	\$0	\$565,195
<b>Other</b>	-\$99,744	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$4,886,898</b>	<b>\$49,269,487</b>	<b>\$7,352,500</b>	<b>\$7,696,545</b>

# Wastewater Management

*Provide support and direction to staff to ensure that the City of Santa Barbara wastewater system is reliable and complies with all permits and regulations.*

## PROGRAM ACTIVITIES

Manage the City's wastewater collection system and wastewater treatment plant.

Ensure compliance of wastewater system with extensive local, State and federal regulations.

Develop short and long-range wastewater capital programs.

Provide staff support to the Public Works Director, City Administrator, Water Commission, and City Council on issues concerning wastewater.

Develop annual Wastewater budgets and ensure that expenditures remain within adopted budget amounts.

Provide ongoing budgetary guidance and support to all Wastewater programs.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$10,447,559	\$13,243,017	\$16,315,165	\$17,312,346
<b>REVENUES LESS EXPENSES</b>	<b>-\$10,447,559</b>	<b>-\$13,243,017</b>	<b>-\$16,315,165</b>	<b>-\$17,312,346</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Transfers</b>	\$5,215,114	\$6,374,055	\$8,456,404	\$8,798,045
<b>Allocated Costs</b>	\$3,000,698	\$3,461,190	\$4,438,078	\$4,827,445
<b>Debt Services &amp; Other</b>	\$1,120,918	\$2,400,088	\$2,396,087	\$2,396,088
<b>Salaries</b>	\$514,039	\$477,935	\$250,991	\$502,621
<b>Supplies &amp; Services</b>	\$323,631	\$235,500	\$401,738	\$401,739
<b>Benefits</b>	\$264,059	\$284,309	\$304,367	\$318,907
<b>Special Projects</b>	\$9,101	\$8,940	\$62,600	\$62,600
<b>Non-Capital Equipment</b>	\$0	\$1,000	\$4,900	\$4,900
<b>TOTAL</b>	<b>\$10,447,559</b>	<b>\$13,243,017</b>	<b>\$16,315,165</b>	<b>\$17,312,346</b>

# Water Capital

*Develop, design, and construct projects that will maintain, upgrade, and enhance the infrastructure of the water system in order to ensure a continual supply of safe water for both domestic and fire protection purposes.*

## PROGRAM ACTIVITIES

Determine and prioritize the work required to maintain and upgrade the City's water system infrastructure.

Develop funding to facilitate the Water Capital Program.

Design and coordinate Water Capital Projects.

Bid, award, monitor, and inspect Water Capital Projects through completion of construction.

On average, replace 2% (or 6 miles) of water mains annually to minimize emergency water outages caused by main breaks due to aging infrastructure.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$28,842,398	\$24,521,979	\$27,122,500	\$28,898,061
Expenses	\$20,885,132	\$48,135,698	\$27,122,500	\$28,898,061
REVENUES LESS EXPENSES	\$7,957,266	-\$23,613,719	\$0	\$0

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$27,032,492	\$23,582,950	\$26,747,004	\$28,503,790
Intergovernmental	\$1,413,464	\$450,479	\$0	\$0
Fees & Service Charges	\$310,642	\$488,550	\$375,496	\$394,271
Other Revenues	\$85,800	\$0	\$0	\$0
TOTAL	\$28,842,398	\$24,521,979	\$27,122,500	\$28,898,061

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$19,301,210	\$46,355,417	\$26,622,500	\$27,898,061
Supplies & Services	\$1,386,042	\$1,780,281	\$0	\$0
Debt Services & Other	\$19,099	\$0	\$500,000	\$1,000,000
Other	\$178,780	\$0	\$0	\$0
TOTAL	\$20,885,132	\$48,135,698	\$27,122,500	\$28,898,061

# 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 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$9,814,608	\$11,804,885	\$13,384,153	\$13,805,883
<b>REVENUES LESS EXPENSES</b>	<b>-\$9,814,608</b>	<b>-\$11,804,885</b>	<b>-\$13,384,153</b>	<b>-\$13,805,883</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$3,665,493	\$4,115,376	\$5,244,130	\$5,548,553
<b>Supplies &amp; Services</b>	\$2,908,632	\$3,430,333	\$3,266,738	\$3,307,046
<b>Benefits</b>	\$1,712,991	\$2,257,127	\$2,633,953	\$2,781,576
<b>Allocated Costs</b>	\$1,271,995	\$1,332,121	\$1,545,332	\$1,574,708
<b>Capital Equip &amp; Projects</b>	\$99,838	\$298,323	\$300,000	\$300,000
<b>Special Projects</b>	\$60,305	\$195,495	\$250,000	\$150,000
<b>Non-Capital Equipment</b>	\$95,353	\$176,110	\$144,000	\$144,000
<b>TOTAL</b>	<b>\$9,814,608</b>	<b>\$11,804,885</b>	<b>\$13,384,153</b>	<b>\$13,805,883</b>

# 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 meets the requirements of the California Environmental Laboratory Accreditation Program.

Perform all required testing in accordance with state and federal 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.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$2,186	\$0	\$0	\$0
<b>Expenses</b>	\$2,173,038	\$2,386,885	\$2,979,374	\$3,044,431
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,170,852</b>	<b>-\$2,386,885</b>	<b>-\$2,979,374</b>	<b>-\$3,044,431</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$2,186	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$2,186</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,085,602	\$1,159,721	\$1,453,439	\$1,632,197
<b>Benefits</b>	\$496,537	\$616,591	\$681,002	\$753,518
<b>Supplies &amp; Services</b>	\$410,737	\$434,240	\$450,610	\$400,710
<b>Allocated Costs</b>	\$67,460	\$81,363	\$101,823	\$105,506
<b>Capital Equip &amp; Projects</b>	\$29,967	\$0	\$220,000	\$80,000
<b>Non-Capital Equipment</b>	\$82,736	\$94,970	\$72,500	\$72,500
<b>TOTAL</b>	<b>\$2,173,038</b>	<b>\$2,386,885</b>	<b>\$2,979,374</b>	<b>\$3,044,431</b>

# Water Management

*Provide support and direction to staff to ensure that City water systems are reliable and comply with all permits and regulations.*

## PROGRAM ACTIVITIES

Manage the City's potable water and recycled water systems, storage, treatment, distribution, and the Long-Term Water Supply Program.

Ensure compliance of potable water and recycled water systems with extensive local, State, and Federal regulations.

Develop short and long-range water capital programs.

Provide staff support to the Public Works Director, City Administrator, Board of Water Commissioners, and City Council on issues concerning water.

Develop annual Water budgets and ensure that expenditures remain within adopted budget amounts.

Provide ongoing budgetary guidance and support to all Water programs.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$74,671,117	\$78,409,888	\$86,755,946	\$94,428,946
<b>Expenses</b>	\$37,628,043	\$35,613,787	\$38,240,600	\$39,110,030
<b>REVENUES LESS EXPENSES</b>	<b>\$37,043,074</b>	<b>\$42,796,101</b>	<b>\$48,515,346</b>	<b>\$55,318,916</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$60,948,105	\$69,351,885	\$76,660,846	\$84,242,846
<b>Intergovernmental</b>	\$7,864,459	\$5,442,806	\$6,141,000	\$6,151,000
<b>Use Of Money &amp; Prpty</b>	\$4,652,033	\$2,900,100	\$3,770,100	\$3,850,100
<b>Other Revenues</b>	\$1,181,938	\$687,389	\$160,000	\$160,000
<b>Internal Charges</b>	\$24,582	\$27,708	\$24,000	\$25,000
<b>TOTAL</b>	<b>\$74,671,117</b>	<b>\$78,409,888</b>	<b>\$86,755,946</b>	<b>\$94,428,946</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Transfers</b>	\$29,167,065	\$25,773,655	\$28,947,246	\$29,016,479
<b>Allocated Costs</b>	\$4,364,360	\$4,833,338	\$6,072,251	\$6,491,286
<b>Debt Services &amp; Other</b>	\$1,371,195	\$2,886,981	\$1,867,002	\$1,866,587
<b>Supplies &amp; Services</b>	\$1,066,117	\$1,289,105	\$1,011,385	\$1,057,205
<b>Benefits</b>	\$1,113,313	\$274,119	\$257,897	\$271,238
<b>Salaries</b>	\$516,367	\$522,075	\$305	\$322,721
<b>Special Projects</b>	\$29,626	\$27,615	\$77,615	\$77,615
<b>Non-Capital Equipment</b>	\$0	\$6,899	\$6,899	\$6,899

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$37,628,043	\$35,613,787	\$38,240,600	\$39,110,030

# Water Supply Management

*Provide an adequate supply of water by implementing the Long-Term Water Supply Plan, which includes a cost-effective water conservation strategy and a diverse portfolio of supplies.*

## PROGRAM ACTIVITIES

Manage and implement the City's long-term water supply plan (Enhanced Urban Water Management Plan).

Advise on the optimal use of the City's diverse water supply sources.

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 State and Federal 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.

Implement conservation and water loss programs to meet the new State water conservation standards in compliance with AB 1668 and SB 606.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$2,010	\$0	\$0	\$0
Expenses	\$8,876,127	\$10,131,192	\$10,817,990	\$10,995,174
REVENUES LESS EXPENSES	-\$8,874,117	-\$10,131,192	-\$10,817,990	-\$10,995,174

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$2,010	\$0	\$0	\$0



	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$2,010	\$0	\$0	\$0

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Special Projects	\$7,532,364	\$8,272,592	\$9,009,620	\$9,101,870
Salaries	\$641,785	\$722,356	\$801,388	\$852,222
Supplies & Services	\$279,542	\$546,469	\$473,154	\$482,154
Benefits	\$344,934	\$430,147	\$382,077	\$403,807
Allocated Costs	\$70,618	\$75,458	\$71,252	\$74,621
Capital Equip & Projects	\$0	\$67,970	\$75,000	\$75,000
Non-Capital Equipment	\$6,884	\$16,200	\$5,500	\$5,500
TOTAL	\$8,876,127	\$10,131,192	\$10,817,990	\$10,995,174

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$5,644,823	\$6,770,083	\$7,199,843	\$7,309,823
<b>REVENUES LESS EXPENSES</b>	<b>-\$5,644,823</b>	<b>-\$6,770,083</b>	<b>-\$7,199,843</b>	<b>-\$7,309,823</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$2,247,751	\$2,953,610	\$3,116,125	\$3,213,307
<b>Salaries</b>	\$2,048,358	\$2,308,897	\$2,422,431	\$2,528,858
<b>Benefits</b>	\$1,006,168	\$1,255,402	\$1,209,219	\$1,264,212
<b>Allocated Costs</b>	\$252,321	\$238,674	\$274,069	\$283,451
<b>Capital Equip &amp; Projects</b>	\$74,993	\$0	\$160,000	\$0
<b>Non-Capital Equipment</b>	\$15,233	\$13,500	\$18,000	\$19,995
<b>TOTAL</b>	<b>\$5,644,823</b>	<b>\$6,770,083</b>	<b>\$7,199,843</b>	<b>\$7,309,823</b>

# 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 six divisions: S&R Administration; Adaptation & Resilience; 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 Adaptation & Resilience Division prepares our community for climate change impacts from sea-level rise, increased rainfall and flooding, wildfire, and other hazards. The Division operates as a central and coordinated hub for City adaptation and risk reduction projects by leveraging partnerships throughout the City organization, other governmental agencies, funding entities, and our community at large.

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**
- **Creeks Restoration & Water Quality Improvement**
- **Energy & Climate**

Please see [our website](#) for more information about our programs and projects.

## Authorized Positions

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
FTE Count				

Department	FY 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Sustainability and Resilience Department	30	30	35.5	35.5
<b>FTE COUNT</b>	<b>30</b>	<b>30</b>	<b>35.5</b>	<b>35.5</b>

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$106,084,304	\$109,571,365	\$102,126,449	\$106,168,915
Expenses	\$82,546,487	\$120,792,482	\$105,052,496	\$106,800,426
REVENUES LESS EXPENSES	\$23,537,817	-\$11,221,117	-\$2,926,047	-\$631,511

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Other Revenues	\$54,530,979	\$50,106,751	\$47,478,636	\$47,838,648
Fees & Service Charges	\$38,045,986	\$40,812,287	\$42,614,831	\$44,850,616
Taxes	\$5,372,110	\$5,941,392	\$5,912,200	\$6,089,566
Internal Charges	\$5,690,818	\$4,830,747	\$4,452,132	\$5,769,634
Intergovernmental	\$827,107	\$5,745,590	\$21,651	\$21,651
Use Of Money & Prpty	\$1,232,480	\$1,743,559	\$1,346,999	\$1,298,800
Fines & Forfeitures	\$354,817	\$376,039	\$300,000	\$300,000
Licenses & Permits	\$30,007	\$15,000	\$0	\$0
TOTAL	\$106,084,304	\$109,571,365	\$102,126,449	\$106,168,915

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$68,702,918	\$92,332,497	\$87,629,080	\$86,443,383
Salaries	\$3,179,606	\$4,362,142	\$4,521,699	\$4,788,417
Capital Equip & Projects	\$470,751	\$9,902,607	\$2,200,000	\$3,450,000
Special Projects	\$2,655,359	\$4,892,769	\$3,503,234	\$3,505,503
Transfers	\$3,898,668	\$2,850,000	\$2,400,000	\$3,650,000
Benefits	\$1,566,936	\$1,875,054	\$2,137,228	\$2,223,170
Allocated Costs	\$1,136,279	\$1,288,484	\$1,852,354	\$1,922,052
Debt Services & Other	\$688,864	\$2,802,440	\$524,701	\$528,301
Non-Capital Equipment	\$159,065	\$486,489	\$284,200	\$289,600
Other	\$88,042	\$0	\$0	\$0
TOTAL	\$82,546,487	\$120,792,482	\$105,052,496	\$106,800,426

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Enterprise Funds	\$93,120,407	\$92,441,661	\$90,833,920	\$93,385,584
Special Revenue Funds	\$9,795,771	\$14,807,132	\$8,972,647	\$10,395,947
Internal Services Funds	\$3,045,313	\$2,232,958	\$2,288,786	\$2,355,418
General Fund	\$122,813	\$89,614	\$31,096	\$31,966
TOTAL	\$106,084,304	\$109,571,365	\$102,126,449	\$106,168,915

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Enterprise Funds	\$71,249,317	\$95,938,676	\$92,946,630	\$91,970,394
Special Revenue Funds	\$8,132,225	\$21,573,026	\$9,336,975	\$11,997,501
Internal Services Funds	\$2,997,595	\$2,277,340	\$2,313,378	\$2,376,148
General Fund	\$167,350	\$853,440	\$305,513	\$306,383
Measure C - Capital	\$0	\$150,000	\$150,000	\$150,000
<b>TOTAL</b>	<b>\$82,546,487</b>	<b>\$120,792,482</b>	<b>\$105,052,496</b>	<b>\$106,800,426</b>

#### Enterprise Fund Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
SB Clean Energy	\$54,441,871	\$51,010,000	\$47,843,217	\$48,168,163
Solid Waste Fund	\$38,678,536	\$41,431,661	\$42,990,702	\$45,217,422
<b>TOTAL</b>	<b>\$93,120,407</b>	<b>\$92,441,661</b>	<b>\$90,833,920</b>	<b>\$93,385,584</b>

#### Enterprise Fund Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
SB Clean Energy	\$33,473,476	\$55,734,141	\$50,573,418	\$47,292,803
Solid Waste Fund	\$37,775,841	\$40,204,535	\$42,373,211	\$44,677,591
<b>TOTAL</b>	<b>\$71,249,317</b>	<b>\$95,938,676</b>	<b>\$92,946,630</b>	<b>\$91,970,394</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.

### 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.

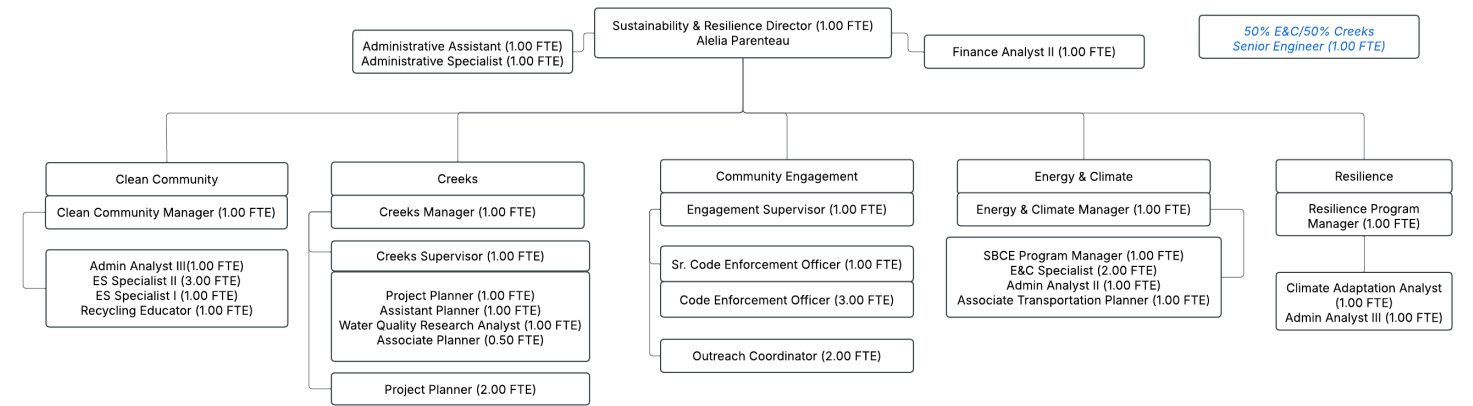
### INNOVATION

- 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
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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 the new Urban Creeks Trails interactive map.	Numeric Value	1	2026, 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)	Numeric Value	11	2026, 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.	Numeric Value	5	2026, Baseline
Thriving Workforce	Create a cross training program within the department to enhance professional development, create pathways for growth, and improve customer service	Provide 6 department-wide training sessions for specific policy knowledge, soft skills, technological training, or other professional development opportunities	Numeric Value	6	2026, Baseline
				23	

## 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 reduction and prevent landfill disposal.

Provide equitable, high-value services.

Ensure exceptional collection, processing, and disposal service, coordinated program implementation, and contract compliance.

Educate the community for enhanced engagement.

Collaborate with local environmental groups to amplify program effectiveness.

Take an active role in regional and state solid waste forums, such as the Multi-Jurisdictional Solid Waste Task Group.

Advocate for state and federal environmental legislation consistent with local policies.

## FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$38,678,536	\$41,431,661	\$42,990,702	\$45,217,422
<b>Expenses</b>	\$37,775,841	\$40,204,535	\$42,373,211	\$44,677,591
<b>REVENUES LESS EXPENSES</b>	<b>\$902,695</b>	<b>\$1,227,126</b>	<b>\$617,491</b>	<b>\$539,830</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$38,285,685	\$40,812,287	\$42,614,831	\$44,850,616
<b>Use Of Money &amp; Prpty</b>	\$302,178	\$265,560	\$325,732	\$316,667
<b>Intergovernmental</b>	\$78,468	\$325,326	\$21,651	\$21,651
<b>Other Revenues</b>	\$12,205	\$28,488	\$28,488	\$28,488
<b>TOTAL</b>	<b>\$38,678,536</b>	<b>\$41,431,661</b>	<b>\$42,990,702</b>	<b>\$45,217,422</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$33,784,898	\$35,431,661	\$37,341,844	\$39,486,621
<b>Salaries</b>	\$1,207,361	\$1,004,257	\$1,199,555	\$1,269,216
<b>Special Projects</b>	\$1,088,086	\$1,143,199	\$810,100	\$790,100
<b>Allocated Costs</b>	\$631,196	\$709,909	\$1,093,875	\$1,129,299
<b>Benefits</b>	\$719,742	\$508,210	\$563,757	\$586,647



	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Non-Capital Equipment	\$130,130	\$374,178	\$217,600	\$223,000
Transfers	\$112,021	\$200,000	\$200,000	\$200,000
Debt Services & Other	\$43,185	\$62,335	\$40,000	\$40,000
Capital Equip & Projects	\$0	\$70,000	\$0	\$0
Other	\$59,221	\$0	\$0	\$0
TOTAL	\$37,775,841	\$39,503,749	\$41,466,731	\$43,724,883

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$6,295,799	\$7,383,200	\$6,772,647	\$6,945,947
Expenses	\$5,855,995	\$8,481,279	\$8,230,459	\$9,690,229
REVENUES LESS EXPENSES	\$439,804	-\$1,098,079	-\$1,457,812	-\$2,744,282

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Taxes	\$5,306,081	\$5,941,392	\$5,912,200	\$6,089,566
Use Of Money & Prpty	\$625,161	\$467,999	\$548,133	\$544,067
Fines & Forfeitures	\$354,817	\$376,039	\$300,000	\$300,000
Intergovernmental	\$0	\$585,456	\$0	\$0
Other Revenues	\$9,740	\$12,314	\$12,314	\$12,314
TOTAL	\$6,295,799	\$7,383,200	\$6,772,647	\$6,945,947

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Transfers	\$2,700,000	\$2,650,000	\$2,200,000	\$3,450,000
Supplies & Services	\$1,332,431	\$3,087,090	\$2,516,877	\$2,528,448
Salaries	\$1,006,852	\$1,493,403	\$2,034,904	\$2,174,783

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Benefits	\$471,161	\$759,414	\$952,358	\$991,779
Allocated Costs	\$304,488	\$348,462	\$429,619	\$448,518
Non-Capital Equipment	\$18,644	\$104,010	\$62,600	\$62,600
Special Projects	\$11,921	\$28,204	\$23,100	\$23,100
Debt Services & Other	\$10,500	\$10,696	\$11,000	\$11,000
TOTAL	\$5,855,995	\$8,481,279	\$8,230,459	\$9,690,229

## FINANCIAL INFORMATION - CAPITAL FUND

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$2,700,000	\$2,650,000	\$2,200,000	\$3,450,000
Expenses	\$1,489,104	\$9,180,801	\$2,200,000	\$3,450,000
REVENUES LESS EXPENSES	\$1,210,896	-\$6,530,801	\$0	\$0

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$2,700,000	\$2,650,000	\$2,200,000	\$3,450,000
TOTAL	\$2,700,000	\$2,650,000	\$2,200,000	\$3,450,000

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$402,457	\$9,180,801	\$2,200,000	\$3,450,000
Transfers	\$1,086,647	\$0	\$0	\$0
TOTAL	\$1,489,104	\$9,180,801	\$2,200,000	\$3,450,000

# Energy & Climate

*To procure clean and renewable electricity on behalf of the Santa Barbara Community; provide energy efficiency and conservation management; energy project management; fleet electrification support; electric and gas utility coordination for all City departments; prepare our community for climate change impacts from sea-level rise, increased rainfall and flooding, wildfire, and other hazards; and provide employee incentives and options to increase adoption of commuting practices that reduce single-occupancy vehicle trips.*

## PROGRAM ACTIVITIES

Administer the City's Community Choice Energy Program, Santa Barbara Clean Energy.

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.

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.

## PROGRAM FINANCIAL INFORMATION

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$57,487,184	\$53,242,958	\$50,132,003	\$50,523,581
<b>Expenses</b>	\$36,471,071	\$58,011,481	\$52,886,796	\$49,668,951
<b>REVENUES LESS EXPENSES</b>	<b>\$21,016,113</b>	<b>-\$4,768,523</b>	<b>-\$2,754,793</b>	<b>\$854,630</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Other Revenues</b>	\$54,425,652	\$50,065,949	\$47,437,834	\$47,797,846
<b>Internal Charges</b>	\$2,964,476	\$2,152,009	\$2,221,036	\$2,287,668
<b>Use Of Money &amp; Prpty</b>	\$305,141	\$1,010,000	\$473,133	\$438,067
<b>Licenses &amp; Permits</b>	\$30,007	\$15,000	\$0	\$0
<b>Intergovernmental</b>	\$1,606	\$0	\$0	\$0
<b>Fees &amp; Service Charges</b>	-\$239,699	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$57,487,184</b>	<b>\$53,242,958</b>	<b>\$50,132,003</b>	<b>\$50,523,581</b>

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$32,937,839	\$50,750,548	\$47,842,208	\$44,499,063
Special Projects	\$1,479,453	\$2,752,262	\$2,228,171	\$2,249,570
Salaries	\$904,463	\$1,074,934	\$1,354,975	\$1,414,671
Debt Services & Other	\$590,028	\$2,729,409	\$473,701	\$477,301
Benefits	\$366,238	\$513,835	\$649,393	\$674,420
Allocated Costs	\$153,938	\$180,692	\$332,848	\$348,425
Non-Capital Equipment	\$10,291	\$9,801	\$5,500	\$5,500
Other	\$28,821	\$0	\$0	\$0
TOTAL	\$36,471,071	\$58,011,481	\$52,886,796	\$49,668,951

## Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
SB Clean Energy	\$54,441,871	\$51,010,000	\$47,843,217	\$48,168,163
Energy Management	\$3,045,313	\$2,232,958	\$2,288,786	\$2,355,418
TOTAL	\$57,487,184	\$53,242,958	\$50,132,003	\$50,523,581

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
SB Clean Energy	\$33,473,476	\$55,734,141	\$50,573,418	\$47,292,803
Energy Management	\$2,997,595	\$2,277,340	\$2,313,378	\$2,376,148
TOTAL	\$36,471,071	\$58,011,481	\$52,886,796	\$49,668,951

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$13,090	\$60,876	\$0	\$0
Expenses	\$16,216	\$42,172	\$0	\$0
REVENUES LESS EXPENSES	-\$3,126	\$18,704	\$0	\$0

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Intergovernmental	\$13,090	\$60,876	\$0	\$0
TOTAL	\$13,090	\$60,876	\$0	\$0

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$15,933	\$32,702	\$0	\$0
Salaries	\$219	\$7,636	\$0	\$0
Benefits	\$64	\$1,834	\$0	\$0
TOTAL	\$16,216	\$42,172	\$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 2024 Actuals	FY 2025 Adopted Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>FTE Count</b>				
Waterfront Department	47	46	46	46
<b>FTE COUNT</b>	<b>47</b>	<b>46</b>	<b>46</b>	<b>46</b>

# Department Financial Summary

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$24,383,986	\$22,831,225	\$23,393,855	\$23,807,623
Expenses	\$20,213,678	\$25,171,539	\$25,177,468	\$25,620,353
REVENUES LESS EXPENSES	\$4,170,308	-\$2,340,314	-\$1,783,613	-\$1,812,730

Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Fees & Service Charges	\$11,927,516	\$12,237,325	\$12,531,365	\$13,176,263
Use Of Money & Prpty	\$7,286,932	\$6,423,100	\$6,532,000	\$6,635,820
Internal Charges	\$3,591,232	\$2,275,000	\$2,595,000	\$2,200,000
Licenses & Permits	\$764,954	\$897,000	\$927,990	\$973,890
Other Revenues	\$801,340	\$906,300	\$807,500	\$821,650
Intergovernmental	\$12,012	\$92,500	\$0	\$0
TOTAL	\$24,383,986	\$22,831,225	\$23,393,855	\$23,807,623

Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Salaries	\$5,099,930	\$5,716,564	\$5,898,692	\$6,424,236
Supplies & Services	\$3,936,822	\$4,512,127	\$4,686,010	\$4,833,826
Benefits	\$3,252,413	\$3,209,532	\$3,618,766	\$3,801,334
Allocated Costs	\$2,612,501	\$2,965,094	\$3,480,910	\$3,849,419
Capital Equip & Projects	\$2,651,724	\$3,898,730	\$2,445,000	\$2,050,000
Transfers	\$1,709,866	\$2,275,000	\$2,595,000	\$2,200,000
Debt Services & Other	\$554,727	\$2,148,432	\$2,139,369	\$2,133,048
Special Projects	\$285,213	\$250,589	\$212,720	\$219,100
Non-Capital Equipment	\$51,421	\$195,471	\$101,000	\$109,390
Other	\$59,061	\$0	\$0	\$0
TOTAL	\$20,213,678	\$25,171,539	\$25,177,468	\$25,620,353

# Revenue & Expenditure Detail By Fund

Revenue Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Enterprise Funds	\$24,383,986	\$22,831,225	\$23,393,855	\$23,807,623
TOTAL	\$24,383,986	\$22,831,225	\$23,393,855	\$23,807,623

Expenditure Detail

	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Enterprise Funds	\$20,109,725	\$25,110,514	\$25,177,468	\$25,620,353
Special Revenue Funds	\$103,952	\$61,025	\$0	\$0



	FY 2024 Actuals	FY 2025 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$20,213,678	\$25,171,539	\$25,177,468	\$25,620,353

## 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.

### 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.

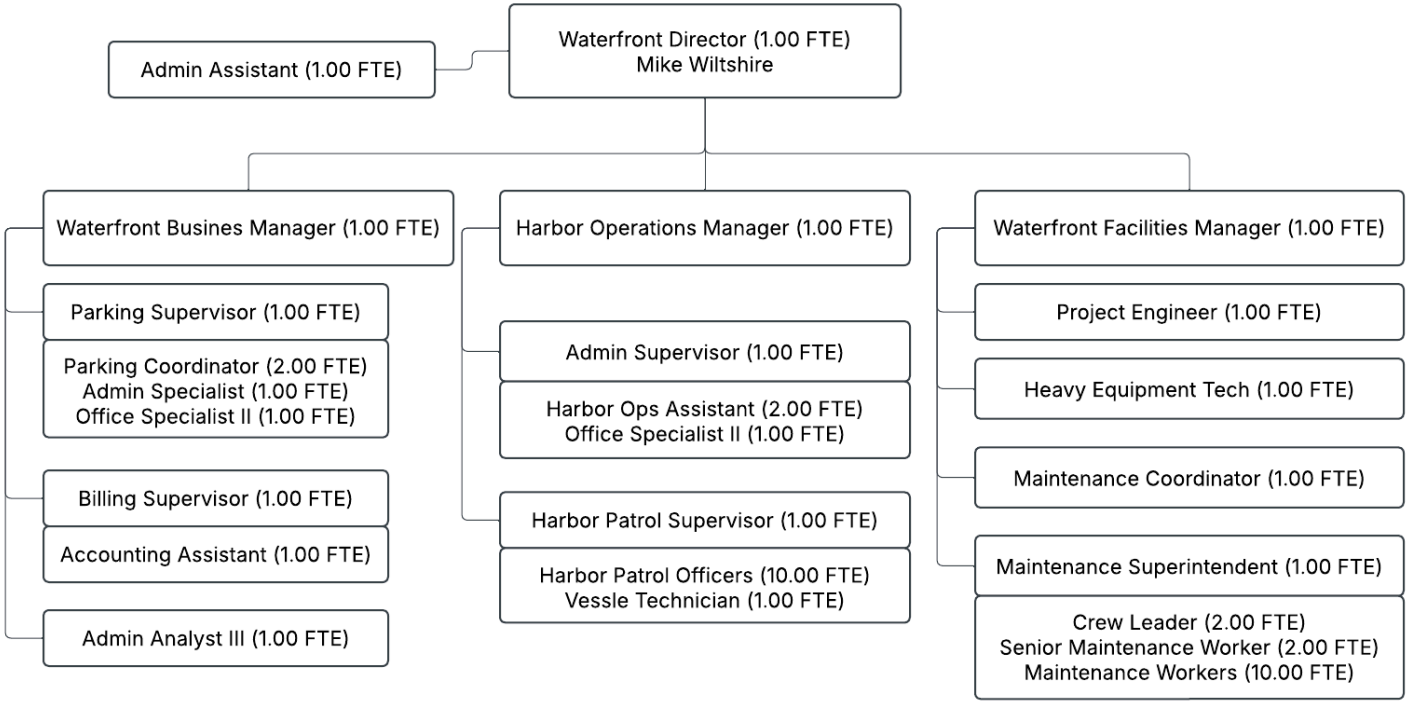
### INNOVATION

- 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 new Marina Management Software platform	Percent	100	2026, Baseline
Innovation	Utilize industry standard technologies to help improve workflows and customer experience	Percentage of parking fees paid by credit card	Percent	75	2026, Baseline
Innovation	Utilize industry standard technologies to help improve workflows and customer experience	Implement online permitting program for recreational/beach permits	Percent	100	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	Internally evaluate every staffing vacancy prior to recruitment to ensure the position matches the needs of the Department	Percent	100	2026, 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	2026, 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	2026, 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	2026, 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	Funding provided to support community events annually	Dollars	150,000	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, 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	2026, Baseline
				<b>151,314</b>	

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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$678,776	\$394,100	\$556,000	\$540,500
<b>Expenses</b>	\$556,373	\$601,351	\$671,391	\$704,101
<b>REVENUES LESS EXPENSES</b>	<b>\$122,403</b>	<b>-\$207,251</b>	<b>-\$115,391</b>	<b>-\$163,601</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Use Of Money &amp; Prpty</b>	\$678,776	\$394,100	\$556,000	\$540,500
<b>TOTAL</b>	<b>\$678,776</b>	<b>\$394,100</b>	<b>\$556,000</b>	<b>\$540,500</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$207,382	\$218,382	\$281,546	\$296,672
<b>Supplies &amp; Services</b>	\$235,155	\$256,015	\$247,120	\$257,830
<b>Benefits</b>	\$104,282	\$114,140	\$127,691	\$133,738
<b>Allocated Costs</b>	\$9,553	\$12,814	\$15,034	\$15,861
<b>TOTAL</b>	<b>\$556,373</b>	<b>\$601,351</b>	<b>\$671,391</b>	<b>\$704,101</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$4,231,667	\$4,302,460	\$4,059,031	\$4,610,093
<b>REVENUES LESS EXPENSES</b>	<b>-\$4,231,667</b>	<b>-\$4,302,460</b>	<b>-\$4,059,031</b>	<b>-\$4,610,093</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Allocated Costs</b>	\$2,221,798	\$2,503,680	\$2,959,698	\$3,307,821
<b>Salaries</b>	\$737,140	\$765,967	\$267,844	\$441,765
<b>Benefits</b>	\$968,151	\$445,981	\$318,438	\$337,249
<b>Supplies &amp; Services</b>	\$153,217	\$283,363	\$257,341	\$265,278
<b>Debt Services &amp; Other</b>	\$61,647	\$115,000	\$110,000	\$110,000
<b>Special Projects</b>	\$60,704	\$102,419	\$75,710	\$77,980
<b>Non-Capital Equipment</b>	\$29,012	\$86,050	\$70,000	\$70,000
<b>TOTAL</b>	<b>\$4,231,667</b>	<b>\$4,302,460</b>	<b>\$4,059,031</b>	<b>\$4,610,093</b>

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$3,600,242	\$2,344,500	\$2,605,000	\$2,210,000
Expenses	\$5,465,109	\$8,691,304	\$7,498,741	\$6,717,996
REVENUES LESS EXPENSES	<b>-\$1,864,867</b>	<b>-\$6,346,804</b>	<b>-\$4,893,741</b>	<b>-\$4,507,996</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Internal Charges	\$3,591,232	\$2,275,000	\$2,595,000	\$2,200,000
Intergovernmental	\$0	\$65,500	\$0	\$0
Use Of Money & Prpty	\$9,010	\$4,000	\$10,000	\$10,000
TOTAL	<b>\$3,600,242</b>	<b>\$2,344,500</b>	<b>\$2,605,000</b>	<b>\$2,210,000</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Capital Equip & Projects	\$2,651,724	\$3,866,230	\$2,445,000	\$2,050,000
Transfers	\$1,709,866	\$2,275,000	\$2,595,000	\$2,200,000
Debt Services & Other	\$488,769	\$2,033,432	\$2,029,369	\$2,023,048
Supplies & Services	\$209,256	\$210,850	\$265,530	\$273,500
Salaries	\$158,842	\$162,058	\$82,123	\$85,548
Benefits	\$89,211	\$102,226	\$55,661	\$58,538
Special Projects	\$97,820	\$17,680	\$0	\$0
Allocated Costs	\$19,718	\$23,828	\$26,058	\$27,362
Other	\$39,903	\$0	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$5,465,109	\$8,691,304	\$7,498,741	\$6,717,996

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$5,161,945	\$5,851,448	\$6,270,392	\$6,535,448
<b>REVENUES LESS EXPENSES</b>	<b>-\$5,161,945</b>	<b>-\$5,851,448</b>	<b>-\$6,270,392</b>	<b>-\$6,535,448</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Supplies &amp; Services</b>	\$2,835,396	\$2,979,367	\$3,221,199	\$3,321,068
<b>Salaries</b>	\$1,360,941	\$1,636,876	\$1,862,413	\$1,975,399
<b>Benefits</b>	\$757,627	\$997,098	\$970,031	\$1,013,757
<b>Allocated Costs</b>	\$198,702	\$203,107	\$208,748	\$216,935
<b>Non-Capital Equipment</b>	\$9,280	\$10,000	\$8,000	\$8,290
<b>Capital Equip &amp; Projects</b>	\$0	\$25,000	\$0	\$0
<b>TOTAL</b>	<b>\$5,161,945</b>	<b>\$5,851,448</b>	<b>\$6,270,392</b>	<b>\$6,535,448</b>



# 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, and emergency fire response services.*

## PROGRAM ACTIVITIES

Provide emergency response 7 days a week, 24 hours a day within the Waterfront.

Provide security and municipal code enforcement in the Waterfront area.

Enforce Harbors and Navigations 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Expenses</b>	\$2,840,852	\$3,344,722	\$3,956,478	\$4,181,666
<b>REVENUES LESS EXPENSES</b>	<b>-\$2,840,852</b>	<b>-\$3,344,722</b>	<b>-\$3,956,478</b>	<b>-\$4,181,666</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$1,598,251	\$1,754,370	\$1,936,038	\$2,058,277
<b>Benefits</b>	\$941,550	\$1,113,097	\$1,594,747	\$1,676,290
<b>Special Projects</b>	\$126,690	\$130,490	\$137,010	\$141,120
<b>Allocated Costs</b>	\$89,803	\$121,004	\$158,813	\$164,779
<b>Supplies &amp; Services</b>	\$79,026	\$141,340	\$121,870	\$125,550
<b>Non-Capital Equipment</b>	\$5,532	\$84,421	\$8,000	\$15,650
<b>TOTAL</b>	<b>\$2,840,852</b>	<b>\$3,344,722</b>	<b>\$3,956,478</b>	<b>\$4,181,666</b>

# Waterfront Marina Management

*Efficiently manage a public marina for the boaters, 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$8,308,574	\$8,523,000	\$8,687,265	\$9,133,573
<b>Expenses</b>	\$333,272	\$451,229	\$576,171	\$609,699
<b>REVENUES LESS EXPENSES</b>	<b>\$7,975,302</b>	<b>\$8,071,771</b>	<b>\$8,111,094</b>	<b>\$8,523,874</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$8,123,516	\$8,323,950	\$8,507,265	\$8,952,173
<b>Other Revenues</b>	\$165,696	\$166,300	\$170,000	\$171,400
<b>Intergovernmental</b>	\$12,012	\$27,000	\$0	\$0
<b>Licenses &amp; Permits</b>	\$7,350	\$5,750	\$10,000	\$10,000
<b>TOTAL</b>	<b>\$8,308,574</b>	<b>\$8,523,000</b>	<b>\$8,687,265</b>	<b>\$9,133,573</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$169,283	\$222,662	\$323,785	\$345,674
<b>Benefits</b>	\$104,980	\$147,538	\$174,712	\$183,577
<b>Supplies &amp; Services</b>	\$46,751	\$57,164	\$57,950	\$59,690
<b>Allocated Costs</b>	\$12,259	\$16,365	\$19,724	\$20,758
<b>Capital Equip &amp; Projects</b>	\$0	\$7,500	\$0	\$0

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
TOTAL	\$333,272	\$451,229	\$576,171	\$609,699

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Revenues	\$7,254,455	\$6,788,500	\$6,621,000	\$6,752,720
Expenses	\$398,801	\$496,805	\$638,441	\$667,818
REVENUES LESS EXPENSES	\$6,855,654	\$6,291,695	\$5,982,559	\$6,084,902

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Use Of Money & Prpty	\$6,599,146	\$6,025,000	\$5,966,000	\$6,085,320
Other Revenues	\$635,109	\$740,000	\$637,500	\$650,250
Fees & Service Charges	\$20,200	\$23,500	\$17,500	\$17,150
TOTAL	\$7,254,455	\$6,788,500	\$6,621,000	\$6,752,720

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
Supplies & Services	\$198,304	\$346,830	\$310,170	\$319,950
Salaries	\$86,134	\$82,759	\$207,059	\$218,493
Benefits	\$80,275	\$51,889	\$108,731	\$116,239
Allocated Costs	\$10,619	\$15,327	\$12,481	\$13,136
Other	\$19,157	\$0	\$0	\$0
Debt Services & Other	\$4,311	\$0	\$0	\$0
TOTAL	\$398,801	\$496,805	\$638,441	\$667,818

# 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 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Revenues</b>	\$4,541,939	\$4,781,125	\$4,924,590	\$5,170,830
<b>Expenses</b>	\$1,225,659	\$1,432,220	\$1,506,823	\$1,593,531
<b>REVENUES LESS EXPENSES</b>	<b>\$3,316,279</b>	<b>\$3,348,905</b>	<b>\$3,417,767</b>	<b>\$3,577,299</b>

### Revenue Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Fees &amp; Service Charges</b>	\$3,783,800	\$3,889,875	\$4,006,600	\$4,206,940
<b>Licenses &amp; Permits</b>	\$757,604	\$891,250	\$917,990	\$963,890
<b>Other Revenues</b>	\$535	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$4,541,939</b>	<b>\$4,781,125</b>	<b>\$4,924,590</b>	<b>\$5,170,830</b>

### Expenditure Detail

	FY 2024 Actuals	FY25 Projected Budget	FY 2026 Adopted Budget	FY 2027 Adopted Budget
<b>Salaries</b>	\$781,957	\$873,490	\$937,884	\$1,002,408
<b>Benefits</b>	\$206,338	\$237,563	\$268,755	\$281,946
<b>Supplies &amp; Services</b>	\$179,717	\$237,198	\$204,830	\$210,960
<b>Allocated Costs</b>	\$50,049	\$68,969	\$80,354	\$82,767
<b>Non-Capital Equipment</b>	\$7,598	\$15,000	\$15,000	\$15,450
<b>TOTAL</b>	<b>\$1,225,659</b>	<b>\$1,432,220</b>	<b>\$1,506,823</b>	<b>\$1,593,531</b>

# Awards



GOVERNMENT FINANCE OFFICERS ASSOCIATION

## *Distinguished Budget Presentation Award*

PRESENTED TO

**City of Santa Barbara  
California**

For the Fiscal Year Beginning

**July 01, 2024**

*Christopher P. Morill*  
Executive Director

## Government Finance Officers Association

The City of Santa Barbara has earned the Government Finance Officers Association's (GFOA) Distinguished Budget Presentation Award for the Fiscal Year 2025 Operating Budget. To earn this recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

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 <https://www.gfoa.org/budget-award>.



## California Society Of Municipal Finance Officers

The City of Santa Barbara has earned the California Society of Municipal Finance Officers' (CSMFO) Operating Budget Excellence Award for the Fiscal Year 2024-2025 Operating Budget. To earn this recognition, budget documents must meet program criteria and excel as a policy document, financial plan, operations guide, and communication tool.

CSMFO promotes excellence in financial management through innovation, continuing education and the professional development of their members. CSMFO's Professional Standards and Recognition Committee annually conducts reviews of award submissions, striving to recognize excellence in the budgeting procedures and documents of its member agencies.

This is the first year that the City of Santa Barbara has received this award.

For more information about CSMFO's program and criteria, visit <https://csmfo.org/page/programs/>.

# 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, 2025, are as follows:

## Business-type Activities

### Principal Payments

Fiscal Year Ending	Revenue Bonds	Certificates of Participation	Other Loans	Total
2026	\$ 3,396,259.11	\$ 2,055,000.00	\$ 7,720,233.14	\$ 13,171,492.25
<b>2027</b>	<b>3,542,678.08</b>	<b>1,425,000.00</b>	<b>7,914,424.25</b>	<b>12,882,102.33</b>
2028	2,905,000.00	-	8,086,025.48	10,991,025.48
2029	1,515,000.00	-	8,156,792.33	9,671,792.33
2030	1,590,000.00	-	7,830,662.79	9,420,662.79
2031 - 2035	9,230,000.00	-	40,665,179.50	49,895,176.50
2036 - 2040	6,720,000.00	-	20,742,291.11	27,462,291.11
2041 - 2045	-	-	179,391.78	179,391.78
2046 - 2050	-	-	37,783.75	37,783.75
2051 - 2055	-	-	-	-
<b>Total Principal</b>	<b>28,898,937.19</b>	<b>3,480,000.00</b>	<b>101,332,781.13</b>	<b>133,711,718.32</b>
Fiscal Year Ending	Interest Payments			Total
2026	\$ 1,376,896.87	\$ 83,850.00	\$ 2,089,250.41	\$ 3,549,997.28
2027	1,222,407.15	21,375.00	1,922,233.15	3,166,015.30
2028	1,075,639.25	-	1,750,631.92	2,826,271.17
2029	952,750.00	-	1,575,457.54	2,528,207.54
2030	877,000.00	-	1,399,623.37	2,276,623.37
2031 - 2035	3,109,750.00	-	4,386,935.11	7,496,685.11

2036 - 2040	682,500	-	816,275.23	1,498,775.23
2041 - 2045	-	-	12,833.06	12,833.06
2046 - 2050	-	-	661.22	661.22
2051 - 2055	-	-	-	-
<b>Total Interest</b>	<b>9,296,943.27</b>	<b>105,225.00</b>	<b>13,953,901.00</b>	<b>23,356,069.27</b>
<b>Total Debt</b>	<b>\$ 38,195,880.46</b>	<b>\$ 3,585,225.00</b>	<b>\$ 115,286,682.13</b>	<b>\$ 157,067,787.59</b>

# 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. 25-067

### A RESOLUTION OF THE COUNCIL OF THE CITY OF SANTA BARBARA ESTABLISHING THE CITY'S APPROPRIATION LIMITATION FOR FISCAL YEAR 2026

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;

WHEREAS, Section 7910 requires each local government to establish its appropriations limit each year pursuant to Article XIII B of the California Constitution;

WHEREAS, in 1990, the voters of California adopted Proposition 111 which amended Article XIII B of the California Constitution;

WHEREAS, among the changes implemented by Proposition 111 are adjustments to the growth factors used to calculate the annual appropriation limit;

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;

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 THAT:

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 2026 is hereby set at \$196,217,229, as detailed in the attached Exhibit, which is hereby made a part of this Resolution.

Section 3. The City reserves the right to adjust or amend the appropriations limit based upon the use of alternative growth factors as authorized by Proposition 111, if such changes or revisions would result in a more advantageous appropriation limit, now or in the future.

Section 4. Notice is hereby given that any judicial action or proceeding to attack, review, set aside, void, or annul this action shall be commenced within 45 days of the effective date of this resolution.

CITY OF SANTA BARBARA

Appropriations Subject to Gann Limit	Annual
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**Appropriations Subject to Limitation**

Fiscal Year 2025 adopted revenues

\$235,254,744

Less:

Nonproceeds of tax

(63,579,710)

Qualified Capital Outlay

(15,758,430)

Federal Mandates:

Medicare

(1,182,254)

FLSA - Fire Department

(534,633)

(1,716,887)

Plus: User fees in excess of costs

—

Total Appropriations Subject to Limitation

\$154,199,717

**Appropriation Limit**

Fiscal Year 2024		
appropriation limit, adopted		183,783,010
A. Inflation adjustment,		
CPI	1.0644	
B. Population adjustment		
	1.0031	
		—
Change factor		
(A X B)	1.0677	
Increase in appropriation limit		12,434,219
Fiscal Year 2026 appropriation		
limit		<u>\$196,217,229</u>
Remaining appropriation capacity		\$42,017,511
Available capacity as a percent		
of appropriation limit		-21.41%

RESOLUTION NO. 25-067

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 17, 2025, by the following roll call vote:

AYES: Councilmembers Oscar Gutierrez, Meagan Harmon, Wendy Santamaria, Kristen W. Sneddon; Mayor Randy Rowse

NOES: Councilmembers Eric Friedman, Mike Jordan

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 17, 2025.



Sarah P. Gorman, MMC  
City Clerk Services Manager

I HEREBY APPROVE the foregoing resolution on June 17, 2025.

Randy Rowse  
Mayor

# 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 work 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 make 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
CIP	Capital Improvement Program
CIT	Criminal Impact Team
CLA	City Leadership Academy
<b>CLETS</b>	<b>California Law Enforcement Telecommunications System</b>
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
CWQCB	California Water Quality Control Board
DA	District Attorney
D.A.R.E.	Drug Awareness Resistance Education
<b>DART</b>	<b>Development Activity Review Team (Community Development Department)</b>
DART	Development Application Review Team
DOJ	Department of Justice
DPA	Development Plan Agreement
DUI	Driving Under the Influence
EEWPT	El Estero Wastewater Treatment Plant
<b>EIR</b>	<b>Environmental Impact Report</b>
EMLAP	Employee Mortgage Loan Assistance Program
ELAP	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
<b>FMLA</b>	<b>Family and Medical Leave Act</b>

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
ISAIMS	Integrated Scanning of America 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
MJSWTG	Multi-Jurisdictional 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
OGWTP	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
RWQCB	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 Pan
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

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